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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget for the biennium 2000-2001

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Resource requirements for implementation of the report of the Panel on United Nations Peace Operations

Report of the Secretary-General

Addendum

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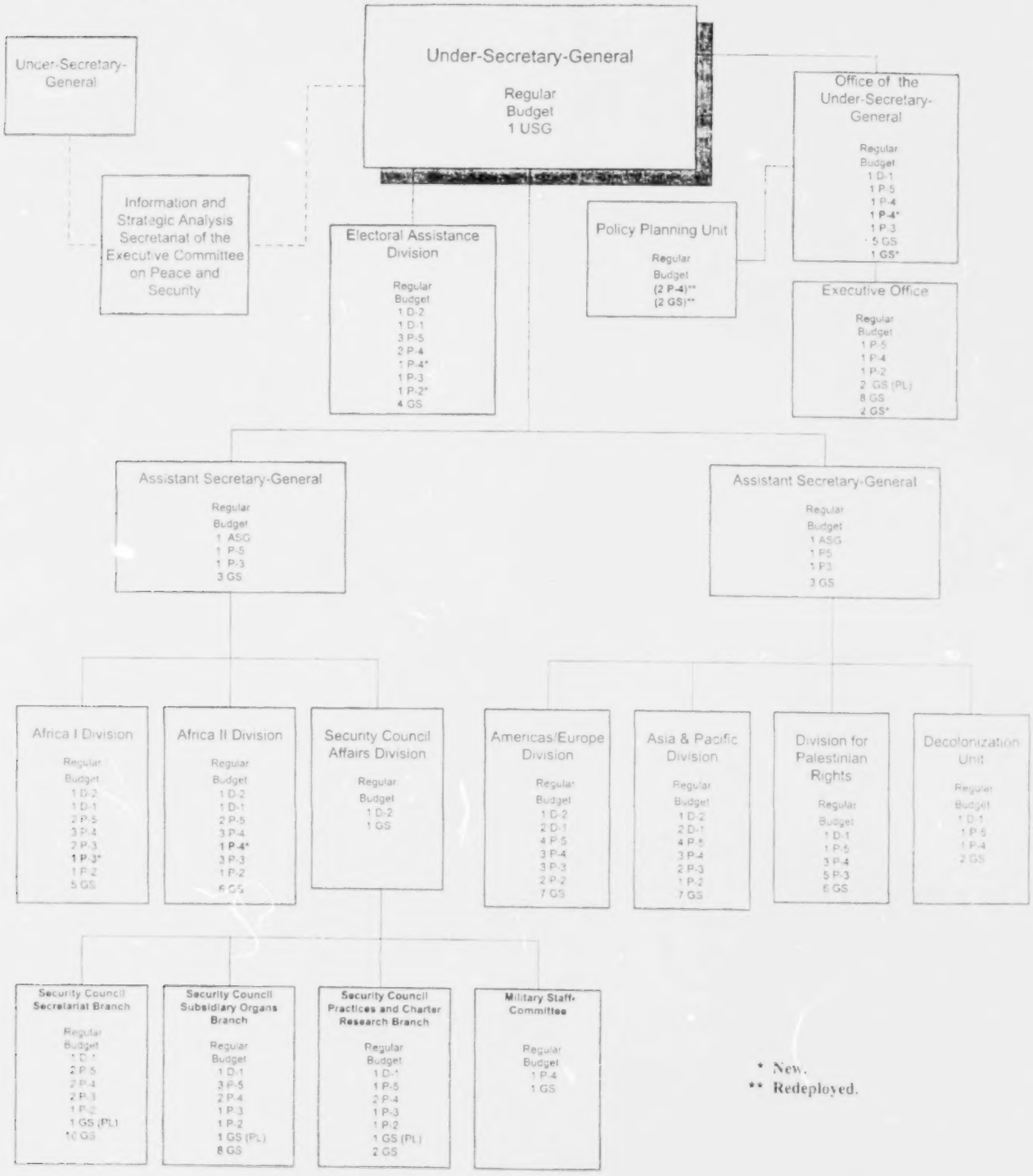
Section 3
Political affairs

Proposed revised organizational structure and post distribution for the Department of Political Affairs



* New.

** Redeployed.

Table 3.1 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	52 232.7	3 220.1	55 452.8
Other staff costs	31 277.5	-	31 277.5
Consultants and experts	524.1	84.7	608.8
Travel	3 578.7	292.4	3 871.1
Contractual services	1 322.4	902.7	2 225.1
General operating expenses	10 268.6	260.5	10 529.1
Hospitality	114.3	-	114.3
Supplies and materials	1 391.1	2.7	1 393.8
Furniture and equipment	1 958.0	1 636.4	3 594.4
Grants and contributions	64.5	-	64.5
Other	35 024.1	-	35 024.1
Total	**137 756.0**	**6 399.5**	**144 155.5**

Table 3.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	2	-	2
Assistant Secretary-General	2	-	2
D-2	7	1	8
D-1	13	2	15
P-5	33	5	38
P-4/3	63	13	76
P-2/1	9	7	16
Total	**129**	**28**	**157**
General Service category			
Principal level	6	-	6
Other level	81	16	97
Total	**87**	**16**	**103**
Other categories			
Security Service	5	-	5
Local level	18	-	18
Field Service	4	-	4
Total	**27**	-	**27**
Grand total	**243**	**44**	**287**

Table 3.3 **Resource changes and transfers to section 3**
(Thousands of United States dollars)

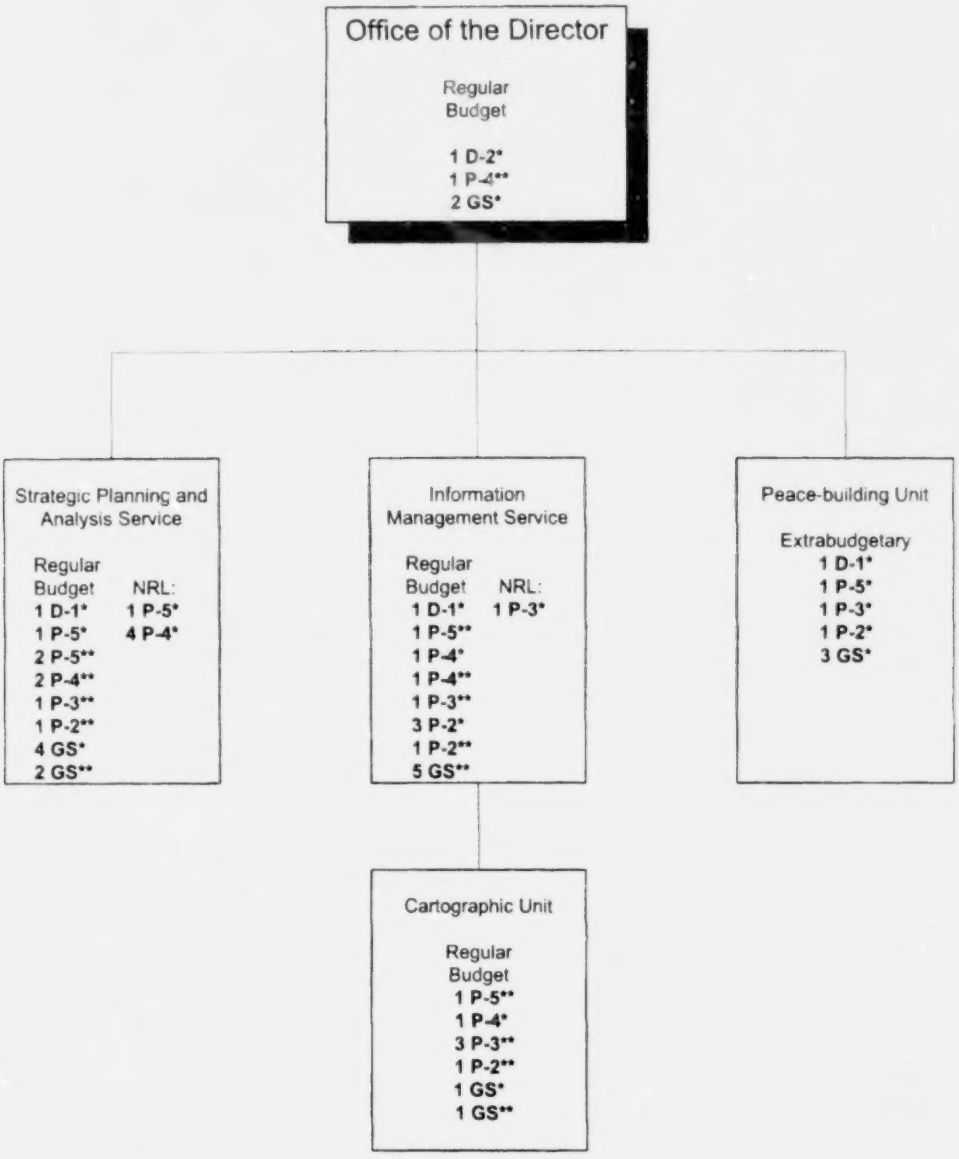
Object of expenditure	*2000-2001 initial appropriation*	*Transfer from budget section*					*Other changes*	*Proposed revised estimates*
		4	*5*	*9*	*25*	*26*		
Regular budget								
Posts	52 232.7	103.7	349.3	143.2	124.4	1 215.6	1 283.9	55 452.8
Other staff costs	31 277.5	-	-	-	-	-	-	31 277.5
Consultants and experts	524.1	-	-	-	-	-	84.7	608.8
Travel	3 578.7	-	-	-	-	5.0	287.4	3 871.1
Contractual services	1 322.4	-	-	-	-	25.0	877.7	2 225.1
General operating expenses	10 268.6	-	-	-	-	-	260.5	10 529.1
Hospitality	114.3	-	-	-	-	-	-	114.3
Supplies and materials	1 391.1	-	-	-	-	-	2.7	1 393.8
Furniture and equipment	1 958.0	-	-	-	-	8.0	1 628.4	3 594.4
Grants and contributions	64.5	-	-	-	-	-	-	64.5
Other	35 024.1	-	-	-	-	-	-	35 024.1
Total	**137 756.0**	**103.7**	**349.3**	**143.2**	**124.4**	**1 253.6**	**4 425.3**	**144 155.5**

3.1 As indicated in table 3.3 above, requirements amounting to $4,425,300 of new resources and $1,974,200 of redeployed resources totalling $6,399,500 would be required for the implementation of the recommendations of the Panel on United Nations Peace Operations by the Department of Political Affairs. The resource requirements result from the proposal to establish 24 new posts (1 D-2, 2 D-1, 1 P-5, 5 P-4, 1 P-3, 4 P-2 and 10 General Service, Other level) amounting to $1,283,900; the proposed redeployment of 20 posts from various departments (4 P-5, 2 P-4, 5 P-3, 3 P-2 and 6 General Service, Other level) estimated at $1,936,200; and the proposed non-post resources for these additional staff totalling $3,179,400, which also includes $38,000 to be redeployed from the Department of Public Information.

3.2 In order to implement a number of recommendations of the Panel, a number of adjustments are proposed in the Department of Political Affairs, as set out below.

A. Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security

Proposed organizational structure and post distribution



* New.

** Redeployed.

NRL, non-reimbursable loan; XB, extrabudgetary funding.

Table 3.4 **Proposed staff of the Information and Strategic Analysis Secretariat**

	Redeployment from budget section						*Total redeployment*	*Non-reimbursable loan*	*Extra-budgetary resources*	*New posts*	*Total*
	3	*4*	*5*	*9*	*25*	*26*					
Professional category and above											
D-2	-	-	-	-	-	-	-	-	-	1	1
D-1	-	-	-	-	-	-	-	-	1	2	3
P-5	-	-	1	1	-	2	4	1[a]	1	1	7
P-4/3	2	1	1	-	1	4	9	5[b]	1	2	17
P-2/1	-	-	1	-	-	2	3	-	1	3	7
Total	**2**	**1**	**3**	**1**	**1**	**8**	**16**	**6**	**4**	**9**	**35**
General Service category											
Other level	2	-	-	-	-	6	8	-	3	7	18
Grand total	**4**	**1**	**3**	**1**	**1**	**14**	**24**	**6**	**7**	**16**	**53**

[a] One P-5 from the United Nations Development Programme.

[b] One P-4 from the Office for the Coordination of Humanitarian Affairs (extrabudgetary), three P-4 from the United Nations Children's Fund, the World Food Programme and the Office of the United Nations High Commissioner for Refugees, and one P-3 from the United Nations Development Programme.

3.3 **On the basis of the recommendation of the Panel contained in paragraph 75 of its report (A/55/305-S/2000/809), it is proposed in paragraph 42 of the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502) that an Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security be established effective 1 January 2001.** As recommended by the Panel, the secretariat would report to the Under-Secretaries-General for Political Affairs and Peacekeeping Operations. For administrative purposes, it would be supported by the Executive Office of the Department of Political Affairs, and resources for the secretariat will appear in section 3, Political affairs, of the programme budget.

3.4 The secretariat would constitute a common service to provide system-wide analysis and to assist the Executive Committee for Peace and Security in developing policy guidance. For that purpose, the secretariat would rationalize the collection and distribution of information that already exists within the United Nations system and in open public sources and would analyse such information to enable the Secretary-General to provide more cogent and analytically sound reporting to the legislative organs. The primary objectives of the secretariat are set out in paragraph 43 of the report of the Secretary-General (A/55/502). In addition, the role of the secretariat in information technology and knowledge management is described in section III.G of the same report.

3.5 The secretariat would comprise four distinct organizational units: the Office of the Director, the Strategic Planning and Analysis Service, the Information Management Service and the Peace-building Unit.

Office of the Director

3.6 The Information and Strategic Analysis Secretariat would be headed by a Director (D-2) who would be supported by a political affairs officer (P-4), and two support staff (General Service, Other level). In addition to managing the secretariat with a view to fulfilling its objectives, the Director would act as the Secretary of the Executive Committee on Peace and Security, providing

substantive service and relevant information for decisions by the Executive Committee and ensuring effective collaboration and coordination of the Committee and the other executive committees. The political affairs officer would assist the Director in formulating and monitoring the implementation of policy and managerial directives for the secretariat. He would also liaise with other departments, agencies, funds and programmes concerning the input of those bodies into the work of the secretariat.

3.7 The staffing of the Office of the Director of the secretariat requires three new posts, namely one D-2 and two General Service (Other level). An existing P-4 post would be redeployed from the Policy Planning Unit of the Department of Political Affairs.

Strategic Planning and Analysis Service

3.8 The primary objective of this service is to provide analytical support for the formulation, in coordination with the other executive committees, of policy options and medium- to long-term strategies of a cross-cutting nature that require a multidisciplinary approach, blending political, military, development, socio-economic, humanitarian, human rights and gender perspectives into a coherent whole for the consideration of the Executive Committee. The Service would also serve as a centre of knowledge for mission planners and desk officers in the Departments of Political Affairs and Peacekeeping Operations and other parts of the system by researching and analysing issues that are fundamental to the successful implementation of mandated peace and security activities. This would be particularly useful in achieving a better understanding of the root causes of particular conflicts, which requires a multidisciplinary approach.

3.9 The Service would consist of a Chief (D-1) and 12 analysts (4 P-5, 6 P-4, 1 P-3 and 1 P-2), to be supported by 6 General Service (Other level) staff. These analysts would be responsible for developing policy options and strategies on the various themes referred to above within the context of an emerging situation or a United Nations peace operation, as the case may be. They would also be responsible for bringing to the attention of the Executive Committee developments that may indicate a potential for evolving conflict or complex emergencies. They would work as multidisciplinary teams tailored to the analytical task at hand, pulling together not only the relevant expertise in their areas of responsibility, but also the information already available in the United Nations system and other open sources on cross-cutting thematic issues facing the Organization. The analysts would be selected, in addition to the specific knowledge, experience and approaches of their parent departments and organizations, for their regional or situation-specific background information in order to endow the secretariat with the requisite knowledge and analytical capacity to develop strategies and policy options on conceptual issues as well as for their knowledge of situations prior to the establishment of United Nations peace operations or following their termination. A key objective of this multidisciplinary team approach would be the development of policy options for a common system response to conflict situations in specific regions or subregions. The analysts would closely collaborate with their counterparts in the participating departments, programmes, funds and agencies. It would remain the responsibility of these organizations, in particular the Departments of Political Affairs and of Peacekeeping Operations, to implement and follow up on policy recommendations of the Executive Committee.

3.10 Through the consolidation of existing resources within the Secretariat and through non-reimbursable loan arrangements with other agencies, funds and programmes, a total of six new posts (1 D-1, 1 P-5 and 4 General Service, Other level) are requested for the Strategic Planning and Analysis Service. The proposed D-1 post would be for the Chief of Service. The functions of the new P-5 post would be to provide specialized expertise on human rights aspects of a situation or a United Nations peace operation and to analyse information on human rights conditions in countries or regions, including from United Nations human rights mechanisms, treaty bodies, special

procedures and field offices, with a view to integrating it into the overall analysis of situations and the development of strategies and policy options for the consideration of the Executive Committee. This post will be filled through the secondment of staff from the Office of the United Nations High Commissioner for Human Rights.

3.11 The following posts would be redeployed from other departments and offices:

(a) Two P-5 posts from the Department of Peacekeeping Operations and the Department of Economic and Social Affairs respectively;

(b) Two P-4 posts from the Policy Planning Unit of the Department of Political Affairs and the Department of Peacekeeping Operations respectively;

(c) One P-3 post from the Department of Disarmament Affairs;

(d) One P-2 post from the Department of Peacekeeping Operations;

(e) Two General Service (Other level) posts from the Policy Planning Unit.

3.12 The remaining staffing requirements would be met through secondment of personnel on a non-reimbursable basis as follows:

(a) One P-5 post from the United Nations Development Programme (UNDP);

(b) One P-4 post funded from extrabudgetary resources in the Office for the Coordination of Humanitarian Affairs;

(c) Three P-4 posts from the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and the United Nations High Commissioner for Refugees (UNHCR) respectively.

Information Management Service

3.13 The Information Management Service would be the focal point for the application of modern information systems and technology to the work of all parts of the United Nations engaged in the area of peace and security. The Service will provide technical and content-related expertise for researching, selecting and distilling relevant information available internally, in the media, or other open sources and process and customize it for the use of secretariat analysts and senior officials both at headquarters and in the field. The Service will also establish databases to support the planning and deployment of peace operations.

3.14 The staffing requirements of the Information Management Service are one D-1, two P-5, three P-4, five P-3, five P-2 and seven General Service (Other level) posts. The Service would be headed by a Chief of Service (D-1) who would ensure more efficient and effective accumulation and dissemination of information. The staff in this service would be distributed in four main areas: content management, technical infrastructure, web site development and management, and cartography. The content researchers would be responsible mainly for identifying sources of pertinent information and customizing it for the use of members of the Executive Committee, other senior officials, staff of the secretariat and any other interested users in the United Nations system.

3.15 **In line with the recommendation of the Panel in paragraph 258 (b) of its report (A/55/305-S/2000/809), which calls for more extensive use of geographic information systems (GIS) technology in peace operations, it is proposed that the Cartographic Section currently located in the Department of Public Information be transferred to the Information and Strategic Analysis Secretariat.** In addition to the cartographic services currently provided to the United Nations Secretariat and other users in the United Nations system, the Cartographic Section would develop and maintain geographic information systems and provide geographic analysis and studies,

expertise in satellite imagery, improved support to the Security Council and geographic information in digital and hard-copy formats.

3.16 The staffing requirements would be met mainly through the redeployment of existing posts: eight posts from the Media Monitoring and Analysis Section of the Department of Public Information (1 P-5, 1 P-3, 1 P-2 and 5 General Service, Other level), six posts from the Cartographic Section of the same department (1 P-5, 3 P-3, 1 P-2 and 1 General Service, Other level) and one P-4 post from the Office for the Coordination of Humanitarian Affairs. In addition, one P-3 post would be on non-reimbursable loan from UNDP. As a result, a total of just seven new posts are proposed for the Information Management Service: one D-1 post for the Chief of Service; one P-4 post for a geographic information systems officer responsible for development, maintenance and coordination of geographic databases and information; one P-4 post for an information management officer responsible for the identification of sources and the collection and analysis of information on human rights to support the analysis of human rights aspects of a situation (this post will be filled through the secondment of staff from the Office of the United Nations High Commissioner for Human Rights); three P-2 posts for system analysis and database administration; and one General Service (Other level) post for a cartographic assistant responsible for supporting research and compilation of cartographic source materials and maintaining the cartographic and geographic archives, including digital map files.

Peace-building Unit

3.17 **According to paragraph 47 of the report of the Secretary-General (A/55/502), a Peace-building Unit would be established within the Information and Strategic Analysis Secretariat.** The Peace-building Unit would serve as the focal point in the United Nations system for peace-building activities. The Unit would assist the Executive Committee in formulating and coordinating peace-building strategies. It would closely cooperate with the United Nations programmes, funds and agencies involved in implementing peace-building activities. It would act as a clearing house, develop concepts for peace-building activities and monitor and analyse the extent to which a given post-conflict peace-building operation or activity produces the intended results.

3.18 The Peace-building Unit would be financed from extrabudgetary resources. A D-1 post is proposed for the Chief of Unit, who would work in close cooperation with counterparts in various departments, agencies, funds and programmes engaged in peace-building activities. He or she would be responsible for identifying situations; planning, coordinating and participating in implementation of United Nations activities for peace-building; and monitoring the implementation of peace-building operations. A senior political affairs officer (P-5) would assist the chief in monitoring and assessing United Nations peace-building activities. The officer would develop and maintain a comprehensive database of current information on progress and problems, if any, with regard to peace-building situations. The two senior officials would be supported by political affairs officers (1 P-3 and 1 P-2) who would be responsible for research, analysis and preparation of reports on issues relating to peace-building. There would be three support staff (General Service, Other level) in the unit.

Posts

3.19 As indicated in table 3.4 above, the total staffing of the Information and Strategic Analysis Secretariat would comprise 16 new posts (1 D-2, 2 D-1, 1 P-5, 2 P-4, 3 P-2 and 7 General Service, Other level) at an estimated cost of $867,900; and 24 existing posts would be redeployed from various offices and departments (4 P-5, 4 P-4, 5 P-3, 3 P-2 and 8 General Service, Other level) at an estimated cost of $2,302,000. In addition, six posts (1 P-5, 4 P-4 and 1 P-3) would be on loan

from various agencies, funds and programmes on a non-reimbursable basis. All posts (1 D-1, 1 P-5, 1 P-3, 1 P-2 and 3 General Service, Other level) in the Peace-building Unit would be financed from extrabudgetary funds. Pursuant to General Assembly decision 35/217, the concurrence of the Advisory Committee on Administrative and Budgetary Questions for the proposed D-1 extrabudgetary post is also requested.

Non-post requirements

3.20 The non-post resources ($2,893,300) proposed for the secretariat are summarized below.

Travel

3.21 An estimated requirement of $172,600 relates to travel of secretariat staff to areas of concern including peace operations to obtain first-hand information, to attend meetings with specialized agencies and regional and intergovernmental organizations and to participate in conferences and seminars relating to peace and security.

Contractual services

3.22 A provision of $902,700 reflects the following requirements:

(a) Data-processing services, including customized web site development and software ($527,700), for the design, development, training and implementation of an enhanced peace and security web site; a database management system ($250,000) for maintenance and exchange of geographic databases; and various GIS and image-processing software ($100,000) for viewing, analysis, modification, management, mapping and dissemination of geographic information and for processing of satellite imagery and aerial photos;

(b) Subscription fee ($25,000) for access to on-line information services.

General operating expenses

3.23 Estimated requirements of $241,900, based on standard costs, would provide for the following:

(a) Rental and maintenance of office equipment ($36,800);

(b) Maintenance of office automation equipment ($138,400) for support services provided by the Information Technology Services Division for electronic data-processing equipment, including the associated servers and networks;

(c) Communications ($66,700) for telephone and facsimile charges.

Supplies and materials

3.24 Based on standard costs, a provision of $2,300 is proposed for office supplies.

Furniture and equipment

3.25 The proposed provision of $1,573,800 would cover acquisition of the following:

(a) Office furniture ($52,400);

(b) Office equipment ($39,500) including 3 photocopiers, 4 digital cameras, 2 photo printers, 1 label printer and 1 electronic whiteboard;

(c) Data-processing equipment ($1,449,900) including:

(i) $375,000 for four standard, 1 library/archive and 7 Web servers;

(ii) $33,000 for 22 desktop computers;

(iii) $25,000 for 10 laptop computers;

(iv) $39,000 for printers consisting of 22 desktop printers ($11,000), 2 all-in-one printers ($4,000), 2 colour laser-jet printers ($14,000), 2 LAN printers ($6,000) and 10 portable printers ($4,000);

(v) $56,000 for 7 rack systems;

(vi) $510,000 for LAN connectivity, including Internet link, routers, switches, hubs and firewalls;

(vii) $161,000 for back-up and data storage requirements;

(viii) $53,500 for software licences and packages;

(ix) $49,000 for other data-processing equipment: 2 digital senders ($10,000), 5 data projectors ($17,000), 12 scanners ($15,000), 1 plotter ($5,000) and 1 digitizer ($2,000);

(x) $148,400 for data-processing equipment for the GIS implementation plan, including 6 high-end graphics workstations with individual back-up devices ($60,000); server upgrade ($10,000); 1 large-format plotter ($11,000); 1 large colour laser printer ($9,500); 1 large-format scanner ($30,000); 1 high-speed scanner ($2,900); one large-format copier ($15,000); and 1 large-format digitizer ($10,000);

(d) Communications equipment ($32,000) for two fax machines and a videoconferencing system.

B. Executive Direction and Management

3.26 As a result of the redeployment of the Policy Planning Unit to the Information and Strategic Analysis Secretariat, the Office of the Under-Secretary-General would require an additional political affairs officer (P-4) to continue to monitor and analyse the information collected by the various elements in the Department with a view to facilitating its conceptual and contingency planning in those areas not covered by the secretariat, hitherto carried out by the Policy Planning Unit. The officer would also undertake research and draft analytical papers on cross-cutting issues or emerging questions relevant to the Department. This new position of political affairs officer would be supported by a research assistant.

3.27 Two additional posts, one P-4 and one General Service, Other level ($105,600), are, therefore, requested for the Office of the Under-Secretary-General.

C. Preventive diplomacy

3.28 **In order to allow desk officers to dedicate full time attention to countries facing conflicts, as mentioned in paragraph 61 of the report of the Secretary-General (A/55/502), it is proposed that the Africa I and II Divisions be strengthened by two additional political affairs officers.** They will monitor and analyse political and related events within countries and regions assigned to them; assess trends in countries that might affect the political situation in the area; and analyse the political impact of intraregional issues such as refugees, drug control and natural resources. They would also prepare analytical reports on country or regional developments for submission to senior officials and as required by the Security Council and the General Assembly. Peace-building support offices and other special political missions within the geographical area of their responsibility would be backstopped substantively by these political affairs officers.

3.29 In this connection, two additional posts (1 P-4 and 1 P-3) are proposed. These requirements would be more than offset by the proposed redeployment to the Information and Strategic Analysis Secretariat of the four existing posts in the Policy Planning Unit, resulting in a decrease of $243,700.

D. Electoral assistance

3.30 **In response to the recommendation contained in paragraph 243 (b) of the report of the Panel, the Secretary-General, in paragraph 143 of his report, proposes a measured increase in resources under the regular budget to ensure a more effective response and follow-up to requests for electoral assistance.**

3.31 Accordingly, it is proposed that the current staffing of the Electoral Assistance Division be augmented by a new P-4 post of political affairs officer. The officer would lead electoral missions to assess government requests for electoral assistance and formulate proposals or design operational plans for the electoral components of United Nations operations in the field. He or she would also backstop electoral assistance projects, organize donor meetings and evaluate project experience for future reference. An increase in regular budget financing of needs-assessment missions, which are a prerequisite for all electoral assistance activities, is also recommended.

3.32 Furthermore, in order to enhance the effectiveness of the electoral assistance programme, the Electoral Assistance Division would engage in the development of new and more efficient means of information management, the creation of a user-friendly web site on election administration and the integration of election components into existing and potential information networks. In this regard, a new P-2 post of information system officer is proposed for the development and application of information technology in the field of United Nations electoral assistance. The officer would also undertake needs-assessment missions and project backstopping as required.

3.33 In view of the above, two new posts are proposed ($110,300), namely one P-4 for the political affairs officer and one P-2 for the information system officer.

Non-post requirements

Consultants and experts

3.34 The new requirements of $84,700 would provide for electoral expertise in specialized areas to address diversifying demands for electoral assistance. These consultants would contribute to needs-assessment and electoral missions.

Travel

3.35 Based on recent experience, provision of $119,800 would cover 10 additional needs-assessment missions in 2001.

E. Programme support

3.36 The creation of the Information and Strategic Analysis Secretariat and the additional resources proposed for other parts of the Department would require reinforcement of the Executive Office to enable it to provide efficient and effective support. It is therefore proposed that resources under programme support be augmented by two additional General Service (Other level) posts ($78,000) for an administrative assistant and a computer information assistant respectively. The administrative assistant will perform administrative functions pertaining to the additional staff and

non-staff resources. The computer information assistant will assist staff in the department with computer hardware and software installation and support, as well as troubleshooting.

Non-post requirements

3.37 In addition, the non-post resources described below are proposed for the additional staff outside the secretariat on the basis of the standard common services costs.

General operating expenses

3.38 Provisions of $18,600 are made for rental of office equipment ($700), maintenance of data-processing equipment ($7,700) and communications ($10,200).

Supplies and materials

3.39 An amount of $400 is requested for stationery and office supplies.

Furniture and equipment

3.40 Requirements of $62,600 are requested to cover the cost of acquiring office furniture ($14,000) and office automation equipment for the additional staff, including for the Electoral Assistance Division ($48,600 for 7 desktop computers and printers, 5 laptop computers and portable printers, 1 server, 1 scanner and software packages).

Section 4
Disarmament

4.1 **In line with paragraph 42 of the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), it is proposed to create a new mechanism, namely, the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security for improving system-wide integration.**

4.2 One post, at the P-3 level, is proposed for redeployment from the Weapons of Mass Destruction Branch of the Department of Disarmament Affairs to the Department of Political Affairs. This would provide expertise in the area of disarmament to the Strategic Planning and Analysis Service of the secretariat. This would result in a reduction of requirements for established posts under section 4 in the amount of $103,700.

Section 5
Peacekeeping operations

Proposed revised structure and staffing of the Department of Peacekeeping Operations

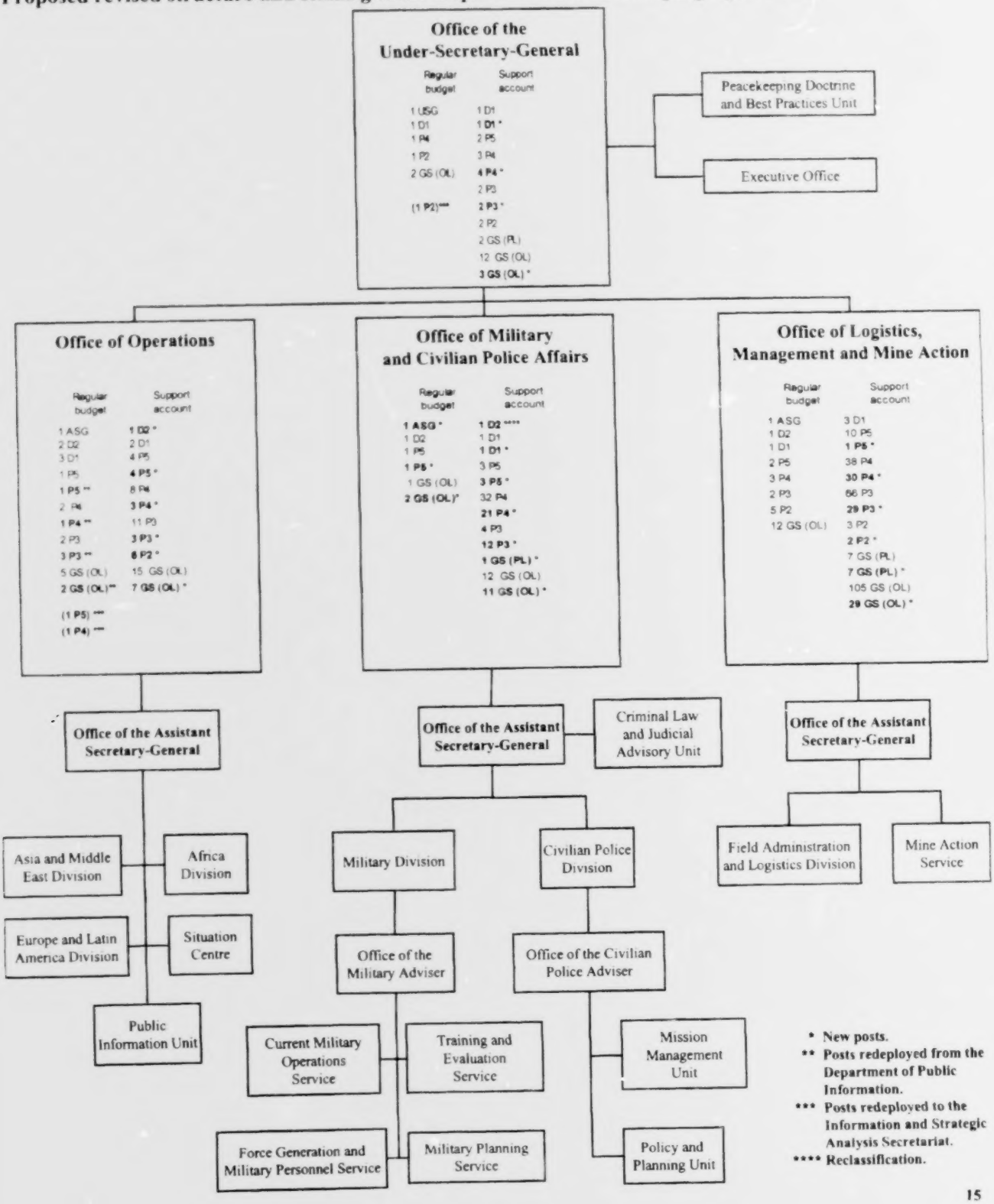


Table 5.1 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	48 902.2	603.9	49 506.1
Other staff costs	8 991.7	-	8 991.7
Consultants and experts	-	-	-
Travel	4 443.4	-	4 443.4
Contractual services	17.2	-	17.2
General operating expenses	8 036.9	10.8	8 047.7
Hospitality	16.5	-	16.5
Supplies and materials	2 367.6	0.8	2 368.4
Furniture and equipment	3 319.2	60.4	3 379.6
Grants and contributions	-	-	-
Subtotal	**76 094.7**	**675.9**	**76 770.6**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Posts	28 019.6	5 006.9	33 026.5
Other staff costs	450.0	170.0	620.0
Consultants and experts	-	600.0	600.0
Travel	120.0	55.0	175.0
Contractual services	389.0	1 400.0	1 789.0
General operating expenses	737.0	284.4	1 021.4
Supplies and materials	44.1	25.6	69.7
Furniture and equipment	343.0	2 945.1	3 288.1
Staff assesssment	5 513.9	878.4	6 392.3
Subtotal	**35 616.6**	**11 365.4**	**46 982.0**
Grand total	**111 711.3**	**12 041.3**	**123 752.6**

Table 5.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	3	1	4
D-2	5	-	5
D-1	7	-	7
P-5	7	1	8
P-4/3	13	3	16
P-2/1	7	(1)	6
Subtotal	**43**	**4**	**47**
General Service category			
Principal level	1	-	1
Other level	22	4	26
Subtotal	**23**	**4**	**27**
Other categories			
Local level	154	-	154
Field Service	134	-	134
Subtotal	**288**	**-**	**288**
Total	**354**	**8**	**362**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-2	-	2	2
D-1	8	1	9
P-5	19	8	27
P-4/3	164	104	268
P-2/1	5	8	13
Subtotal	**196**	**123**	**319**
General Service category			
Principal level	9	8	17
Other level	144	50	194
Subtotal	**153**	**58**	**211**
Total	**349**	**181**	**530**
Grand total	**703**	**189**	**892**

Table 5.3 **Posts incoming to and outgoing from section 5, Peacekeeping operations**

	2000-2001 approved	*Transfer from section 26*	*Transfer to section 3*	*Other changes*	*Revised proposed staffing*
Regular budget					
Professional category and above					
Under-Secretary-General	1	-	-	-	1
Assistant Secretary-General	3	-	-	1	4
D-2	5	-	-	-	5
D-1	7	-	-	-	7
P-5	7	1	(1)	1	8
P-4/3	13	4	(1)	-	16
P-2/1	7	-	(1)	-	6
Subtotal	**43**	**5**	**(3)**	**2**	**47**
General Service category					
Principal level	1	-	-	-	1
Other level	22	2	-	2	26
Subtotal	**23**	**2**	**-**	**2**	**27**
Other categories					
Local level	154	-	-	-	154
Field Service	134	-	-	-	134
Subtotal	**288**	**-**	**-**	**-**	**288**
Total	**354**	**7**	**(3)**	**4**	**362**
Support account for peacekeeping operations (1 July 2000-30 June 2001)					
Professional category and above					
D-2	-	-	-	2	2
D-1	8	-	-	1	9
P-5	19	-	-	8	27
P-4/3	164	-	-	104	268
P-2/1	5	-	-	8	13
Subtotal	**196**	**-**	**-**	**123**	**319**
General Service category					
Principal level	9	-	-	8	17
Other level	144	-	-	50	194
Subtotal	**153**	**-**	**-**	**58**	**211**
Total	**349**	**-**	**-**	**181**	**530**
Grand total	**703**	**7**	**(3)**	**185**	**892**

Table 5.4 **Resources incoming to and outgoing from section 5, Peacekeeping operations**

(Thousands of United States dollars)

Object of expenditure	*2000-2001 approved*	*Transfer from section 26*	*Transfer to section 3*	*Other changes*	*Revised proposed resources*
Regular budget					
Posts	48 902.2	695.7	(349.3)	257.5	49 506.1
Other staff costs	8 991.7	-	-	-	8 991.7
Consultants and experts	-	-	-	-	-
Travel	4 443.4	-	-	-	4 443.4
Contractual services	17.2	-	-	-	17.2
General operating expenses	8 036.9	-	-	10.8	8 047.7
Hospitality	16.5	-	-	-	16.5
Supplies and materials	2 367.6	-	-	0.8	2 368.4
Furniture and equipment	3 319.2	-	-	60.4	3 379.6
Grants and contributions	-	-	-	-	-
Subtotal	**76 094.7**	**695.7**	**(349.3)**	**329.5**	**76 770.6**
Support account for peacekeeping operations (1 July 2000-30 June 2001)					
Posts	28 019.6	-	-	5 006.9	33 026.5
Other staff costs	450.0	-	-	170.0	620.0
Consultants and experts	-	-	-	600.0	600.0
Travel	120.0	-	-	55.0	175.0
Contractual services	389.0	-	-	1 400.0	1 789.0
General operating expenses	737.0	-	-	284.4	1 021.4
Hospitality	-	-	-	-	-
Supplies and materials	44.1	-	-	25.6	69.7
Furniture and equipment	343.0	-	-	2 945.1	3 288.1
Staff assessment	5 513.9	-	-	878.4	6 392.3
Subtotal	**35 616.6**	**-**	**-**	**11 365.4**	**46 982.0**
Grand total	**111 711.3**	**695.7**	**(349.3)**	**11 694.9**	**123 752.6**

5.1 **In the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), the Secretary-General proposed to implement a number of recommendations of the Panel. The resources requested under the Department of Peacekeeping Operations reflect the first phase of the proposed action for implementing the recommendations of the Panel, specifically as they relate to paragraphs 42, 76, 119 to 121, 123, 126, 127, 133 to 138 and 140 to 142 of his report. In the first phase of implementation of the recommendations of the Panel, the most critical needs of the Department of Peacekeeping Operations would begin to be addressed, and the Department would be substantially reinforced and restructured. It is important to note that the rapid and effective deployment capacity, defined as fully deploying a traditional peacekeeping operation within 30 days and**

a complex peacekeeping operation within 90 days (see A/55/502, paras. 67 and 68), have not been addressed in the present report.

5.2 As shown in table 5.1 above, additional resources are proposed under the regular budget ($675,900) and the support account for peacekeeping operations ($11,365,400), consisting of posts and non-post objects of expenditure. An overview of post changes is given below by source of funds followed by a detailed explanation of non-post objects of expenditure. Following that, the detailed explanation of proposed post changes is given on an office-by-office basis, including information as to the functions of the component organizational units.

Posts

5.3 As shown in tables 5.1 and 5.2 above, a total of 189 posts are requested under the Department of Peacekeeping Operations, consisting of eight posts under the regular budget, estimated at $603,900, and 181 posts under the support account for peacekeeping operations, estimated at $5,885,300 gross, $5,006,900 net of staff assessment.

(a) Regular budget ($603,900)

5.4 Changes proposed under the regular budget consist of the following:

(a) The establishment of the Office of Military and Civilian Affairs to be headed by an Assistant Secretary-General, supported by a Special Assistant at the P-5 level and two General Service support staff;

(b) The outward redeployment of three posts to the Information and Strategic Analysis Secretariat (1 P-5, 1 P-4 and 1 P-2);

(c) The redeployment of seven posts from the Department of Public Information (1 P-5, 1 P-4, 3 P-3 and 2 General Service, Other level, posts) related to the creation of a public information unit in the Department of Peacekeeping Operations for operational planning and support of public information in peace operations.

(b) Support account ($5,006,900)

5.5 Under the support account for peacekeeping operations, table 5.2 above reflects the proposed establishment of 181 new posts (1 D-2, 2 D-1, 8 P-5, 58 P-4, 46 P-3, 8 P-2 and 58 General Service, 8 at the Principal level); and the reclassification of a D-1 post to the D-2 level, at an estimated cost of $5,885,300 gross ($5,006,900 net of staff assessment).

5.6 The distribution of the post changes and functions are explained below.

Non-post requirements

(a) Regular budget ($72,000)

5.7 The additional resources requested relate to the four new regular budget posts proposed and to the equipment required by the public information unit proposed to be established in the Department.

General operating expenses ($10,800)

5.8 Under general operating expenses, the resources requested relate to telephone, facsimile, cable and local area network charges in respect of the four new regular budget staff proposed in the Office of Military and Civilian Affairs ($6,800) and maintenance of office equipment ($4,000) in respect of new equipment to be purchased for the proposed new posts.

Supplies and materials ($800)

5.9 The resources relate to office supplies for the four new regular budget staff proposed to be added under the regular budget.

Furniture and equipment ($60,400)

5.10 Resources relate to the purchase of a pool of communication equipment to be made available to the rapidly deployable information team ($50,000), such as satellite, telephones, audiocassette tapes, a portable public address system, digital cameras, laptop computers, printers and a photocopier; acquisition of desktop computers and monitors ($7,200), telephone ($800) and uninterruptible power supply for the new Office of the Assistant Secretary-General for Military and Civilian Affairs ($2,400).

(b) Support account ($5,480,100)

5.11 Under the support account for peacekeeping operations, the total resources requested amounts to $5,480,100.

Other staff costs ($170,000)

5.12 The provisions relate to general temporary assistance ($50,000) and overtime ($120,000). Resources under general temporary assistance would provide the Department with temporary staff to replace staff on maternity leave or extended sick leave and to meet peak work demands during the period in question. Notwithstanding the additional General Service staffing requested in the present report, there remains a continuing requirement for overtime. Recent experience has shown that much of the overtime work is required because a limited number of staff have the experience and technical knowledge needed to perform certain functions. Time constraints and the volume of work have in the past affected the Department's ability to train new staff for those functions. Once staffing levels are increased, more aggressive efforts can be devoted to staff training. As such, the requirement for overtime will remain. The estimate is based on expenditure patterns over the past year, and represents an average of $20,000 a month.

Consultants and experts ($600,000)

5.13 The additional provisions proposed relate to consultancy services ($300,000) and experts ($300,000). The resources proposed under consultancy services relate to outside expertise required for a management review of the Department's staffing needs based on objective management and productivity criteria, which would lead to a determination of a baseline staff and funding level for the Department, including the means to be pursued in determining growth and/or retrenchment in the Department in response to changing needs. Under experts, the provision relates to the use of external experts to participate in "doctrine teams" within the Peacekeeping Doctrine and Best Practices Unit, where outside expertise is required to supplement in-house knowledge in the development of doctrines and policy documents.

Travel ($55,000)

5.14 The proposal relates to the travel of staff from the Department to troop-contributing countries. It is required to deal with the issues of troop and equipment readiness for peacekeeping operations as well as general logistical requirements. In addition, it relates to travel in connection with liaison on the issue of standby teams of civilian police, military observers and other specialists.

Contractual services ($1,400,000)

5.15 The resources requested relate to training ($350,000), system design and development ($300,000) and external contracts for ongoing information technology requirements ($750,000), as follows:

(a) Training ($350,000). As noted in the report of the Panel on United Nations Peace Operations, resource constraints have limited the Organization's ability to institutionalize training programmes for civilian staff at the middle to senior levels in administrative and support functions. Additional posts for training officers have been requested as part of the present submission. However, in order for it to be effective, training clearly involves more than just additional personnel, and as such there is a clear need for resources to be devoted to this area. A number of corporate managerial courses currently in place (e.g., those on people management, supervisory skills and collaborative negotiation) would also be made widely available to field personnel at the middle to senior levels, thus ensuring that core organizational values and competencies are in place in field missions. This will facilitate mobility of staff between Headquarters and the field, a fundamental goal of the Secretary-General's human resources management mobility reform programme. This training, which would be delivered through contractual services, would require additional funding. Training activities for field administration staff (finance, budget and human resources management) and logistics staff (communications, data processing, aviation safety, movement control and procurement) will be planned and organized in consultation with the Finance Management and Support Service and the Logistics and Communications Service with input from other units and sections of the Secretariat. Induction workshops would be held for new staff going to the field, as would follow-up courses on human resources management; budget, accounting or finance; the monitoring of modalities; and electronic software, as well as specialized training in various areas of logistics;

(b) System design and development ($300,000). The request relates to the start-up, developmental stage of building a viable Intranet/Internet-based roster of rapidly deployable candidates for field postings, the requirement for which was emphasized by the Panel. Contractual support services for information technology and human resources management experts would be required for a period of six to eight months for technical assistance, roster development and strategic advice;

(c) External contracts for ongoing information technology ($750,000). The provisions relate to external contractual services in respect of ongoing information technology maintenance and support tasks. These are estimated to cost $1.5 million per annum, and this request is therefore based on an estimated six-month cost. These new tasks include setting up a devolved help desk structure at the United Nations Logistics Base at Brindisi, Italy, and enhancing the capability at United Nations Headquarters; setting up and managing procedures for a problem resolution methodology escalating from the mission to the Logistics Base to Headquarters; monitoring and managing the problems reported in the Lets Discuss FACS (field assets control system) and Lets Discuss Codification databases; recording all problems received by telephone and/or email within the pertinent database; dealing with mission-level field assets control system administrators and focal points; classifying and resolving problems; forwarding unresolved problems to specialist support units within the Field Mission Systems Unit; providing monitoring and statistical reports; classifying all queries and requests and forwarding them to the specialist change management team within the Field Mission Systems Unit; making recommendations on datamarts for the field assets control system on an SQL server; designing and testing specified subject-specific data cubes; administering the servers at the Field Mission Systems Unit and the Logistics Base; designing and developing utilities to enhance and upgrade the efficiency and effectiveness of the usage

of the field assets control system as well as troubleshooting and diagnostic mechanisms; making recommendations on training needs; planning and managing the training of the trainers; following up on skills acquisition by users; and administering approved procedures for back-up, disaster recovery and contingency measures and advising on their enhancement and improvement.

General operating expenses ($284,400)

5.16 The resources requested relate to communications ($153,900), rental of furniture and equipment ($40,000) and maintenance of office automation equipment ($90,500):

(a) Communications ($153,900). The proposed resources consist of $117,700 for communication links (telephone, facsimile and cable charges, including communications between the Department and the field missions, and local area network, amounting to $36,200;

(b) Rental of furniture and equipment ($40,000). The proposed resources relate to the rental of 10 photocopying machines at a unit cost of $4,000 for six months each. The Department currently holds an inventory of 22 photocopying machines, of which 13 are funded from the regular budget and 9 from the support account for peacekeeping operations;

(c) Maintenance of office automation equipment ($90,500). Under the global maintenance contract negotiated by the Information Technology Services Division for the maintenance of electronic data-processing equipment, a provision of $90,500 is included for 181 computers, inclusive of associated servers and networks.

Supplies and materials ($25,600)

5.17 The estimated requirements relate to office supplies for 181 staff ($18,100) and copy paper in respect of 10 photocopying machines ($7,500).

Furniture and equipment ($2,945,100)

5.18 Provisions under this heading relate to the acquisition of office furniture and equipment ($395,900) and office automation and other equipment ($2,549,200):

(a) Furniture and equipment ($395,900). The estimates are based on standard costs for the acquisition of office furniture for the grade and number of staff proposed for the Department;

(b) Office automation equipment ($2,513,000). The proposal is based on the assumption that the additional staff would be relocated to new office locations, thereby requiring installation of servers and the like. The breakdown of these provisions are as follows:

(i) $325,800 for 181 desktop computers and monitors;

(ii) $57,800 for 24 laptop computers;

(iii) $205,800 for printers, consisting of 148 desktop printers ($66,600), 38 all-in-one printers ($76,000), 8 LAN printers ($24,000), 4 colour laser-jet printers ($28,000) and 28 portable printers ($11,200);

(iv) $108,600 for 181 uninterruptible power supplies;

(v) $300,000 for 12 servers to support the two new office locations;

(vi) $48,000 for 6 rack systems;

(vii) $682,000 for LAN connectivity, including routers, switches, hubs and firewalls;

(viii) $262,000 for back-up and data-storage requirements for the relocated offices;

(ix) $127,000 for software licences and packages;

(x) $240,000 for commissioning and maintenance costs;

(xi) $40,000 for 8 digital senders;

(xii) $49,000 for 8 high-speed dual scanners ($40,000) and 18 desktop scanners ($9,000);

(xiii) $6,000 for 6 fax machines;

(xiv) $61,000 for miscellaneous data-processing equipment, including 2 data projectors ($24,000), 4 digitizers ($8,000), 4 plotters ($20,000), 4 photoprinters ($4,000), 1 label writer ($1,000) and 2 electronic whiteboards ($4,000);

(xv) $36,200 for the acquisition of telephone in respect of 181 new staff proposed.

A. Office of the Under-Secretary-General

Table 5.5 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
D-1	1	-	1
P-4/3	1	-	1
P-2/1	2	(1)	1
Subtotal	**5**	**(1)**	**4**
General Service category			
Principal level	-	-	-
Other level	2	-	2
Subtotal	**2**	-	**2**
Other categories			
Security Service	-	-	-
Local level	-	-	-
Field Service	-	-	-
Trades and Crafts	-	-	-
Subtotal	-	-	-
Total	7	(1)	6
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-1	1	1	2
P-5	2	-	2
P-4/3	5	6	11
P-2/1	2	-	2
Subtotal	**10**	**7**	**17**
General Service category			
Principal level	2	-	2
Other level	12	3	15
Subtotal	**14**	**3**	**17**
Total	**24**	**10**	**34**
Grand total	**31**	**9**	**40**

5.19 **In line with paragraph 142 of the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), a Gender Unit would be established within the Office of the Under-Secretary-General. In accordance with paragraphs 140 and 141, the Policy Analysis and Lessons Learned Unit will be transformed into the Peacekeeping Doctrine and Best Practices Unit, and a corresponding proposal is made for the addition of five staff.**

5.20 The changes shown in table 5.5 above reflect the redeployment of one P-2 post under the regular budget to the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security, estimated at $81,700, and the proposal for 10 additional support account posts (1 D-1, 4 P-4, 2 P-3 and 3 General Service, Other level), estimated at $339,300 gross ($288,700 net of staff assessment).

1. Peacekeeping Doctrine and Best Practices Unit

5.21 The Policy Analysis and Lessons Learned Unit will be transformed into the Peacekeeping Doctrine and Best Practices Unit. It is proposed to redeploy one regular budget post (P-2) to the Information and Strategic Analysis Secretariat and to establish five new posts under the support account: two liaison officers (P-4), two political affairs officers (1 P-4 and 1 P-3) and one General Service, Other level.

5.22 Greater emphasis would be placed on the development of a multidimensional doctrine and guidelines that field operations and Headquarters task forces could draw upon to solve problems, to adopt best practices and to avoid repeating past mistakes. The Unit must also be able to respond to the needs of peacekeeping missions in areas where new guidelines are required and to ensure that best-practice innovations developed in one mission are transferred to other comparable operations. To effectively accomplish these tasks, it is proposed to strengthen two main areas of the Unit's operations: (a) the day-to-day interaction of the Unit with the operations of peacekeeping missions; and (b) the development of a doctrine and guidelines to deal with the issues such interaction highlights as requiring attention.

5.23 The liaison officers would be assigned to mission task forces throughout both the planning and operational phases of peacekeeping missions. They would ensure daily interaction between the Unit and the operational aspects of the missions, thereby facilitating the application of previous experience to current problems, and ongoing capacity to draw on new experiences or lessons and their dissemination throughout the peacekeeping arena in general.

5.24 The political affairs officers would strengthen the Unit's capacity related to the development of a doctrine and guidelines and to the regular updating and dissemination of current guidelines. While the Unit could not be expected to have staff experts in each field to deal with specific issues, its staff would act as the team leaders of multiple "doctrine teams". According to the requirements of each subject, those teams would include staff from other functional areas within the Department or from peacekeeping missions or external experts. Once a doctrine and guidelines are developed, those teams would also work with the Training Unit of the Department and other relevant offices so that curricular materials could be created incorporating the policy and lessons learned.

5.25 When peacekeeping policy changes are required in order to implement lessons learned, the Unit should be in a position to prepare decisions, with options as appropriate, for those in a position to take them (the General Assembly and the Security Council, troop contributors, Secretariat officials). Such policy documents may take the form of thematic reports on specific issues or may be incorporated as one element within broader reports to decision makers. This Unit will continue to provide technical and substantive services to the Special Committee on Peacekeeping Operations, write speeches and prepare the Charter Repertory as it relates to peacekeeping.

2. Gender Unit

5.26 In keeping with the strengthened mandate for integrating gender perspectives into peacekeeping support operations provided by the General Assembly in its twenty-third special session entitled "Women 2000: gender equality, development and peace for the twenty-first century" (June 2000), the report of the Panel raised two important gender perspectives relating to gender balance in appointments to senior management positions and the need for gender sensitivity among personnel in their interactions with local communities. However, integrating gender perspectives into peace-support operations requires much more, as the outcome document adopted by the Assembly at its special session (resolution S-23/2) and the Windhoek Declaration and the Namibia Plan of Action on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations, adopted on 31 May 2000 at the seminar organized by the Lessons Learned Unit of the Department of Peacekeeping Operations and the Office of the Special Adviser on Gender Issues and Advancement of Women (see A/55/138-S/2000/693, annex I and II) clearly illustrate.

5.27 Attention needs to be given to gender perspectives in all phases of the peace support operations, beginning with needs assessment missions through post-conflict peace-building. Gender perspectives should be considered in analyses, policy and strategy development and planning of peace support operations, as well as training programmes and instruments developed to support effective implementation of those operations, such as guidelines, handbooks and codes of conduct. All aspects and all levels of peace support operations require attention to gender perspectives, including political analysis, military operations, civilian police activities, electoral assistance, human rights support, humanitarian assistance, including for refugees and displaced persons, development and reconstruction activities and public information. Training of troops and civilian police on gender issues is critical. In the context of complex missions where interim governments will be established, gender balance in interim bodies and development of capacity within those bodies to work with gender perspectives need to be considered. Experience has shown that it is important to ensure attention to gender perspectives from the very outset of peace-building and peacekeeping missions, including through incorporation in the initial mandates. All reports on individual missions to the Security Council should include explicit routine reporting on progress in integrating gender perspectives as well as information on the number and levels of women involved in all aspects of the mission.

5.28 The United Nations is committed to providing the leadership required to ensure that gender perspectives are incorporated into all peace-support operations. This will require the commitment of human and financial resources within the Department, including the establishment of a Gender Unit in the Office of the Under-Secretary-General, consisting of a senior gender adviser at the D-1 level and a general adviser at the P-4 level, supported by an administrative assistant (General Service, Other level).

3. Executive Office

5.29 Given the increase in the number of staff proposed and the need for recruitment and administration of the staff, a commensurate increase in the staff of the Executive Office would be required. The establishment of two new support account posts is proposed, one for a personnel officer (P-3) and one for an administrative assistant (General Service), to perform functions related to the recruitment, placement and subsequent administration of the 189 additional staff proposed for the Department. The projected increase in the number of personnel actions and recruitment and placement cases referred to in the table below is based on a proposed increase in the total staffing of the Department.

Workload statistics

	1998-1999	*1999-2000*	*2000-2001[a]*
Placement and promotion	141	157	226
Personnel actions	1 700	1 386	1 995
Travel authorizations	358	472	400

[a] Projected.

B. Office of Operations

Table 5.6 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	2	-	2
D-1	3	-	3
P-5	2	-	2
P-4/3	5	3	8
Subtotal	**13**	**3**	**16**
General Service category			
Other level	5	2	7
Subtotal	**5**	**2**	**7**
Other categories	-	-	-
Subtotal	-	-	-
Total	**18**	**5**	**23**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-2	-	1	1
D-1	2	-	2
P-5	4	4	8
P-4/3	19	6	25
P-2/1	-	6	6
Subtotal	**25**	**17**	**42**
General Service category			
Other level	15	7	22
Subtotal	**15**	**7**	**22**
Total	**40**	**24**	**64**
Grand total	**58**	**29**	**87**

5.30 **In paragraph 42 of the Secretary-General's report, he proposed the establishment of an Information and Strategic Analysis Secretariat, effective 1 January 2001, primarily through redeployment; a unit for operational planning and support for public information would be established primarily through redeployment of existing resources in the Department of Public Information (paras. 133-138); and the Office of Operations would be strengthened (paras. 119 and 120).**

5.31 The changes shown in table 5.6 above reflect the net effect of the outward redeployment of two regular budget posts (1 P-5 and 1 P-4) from the Office to the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security ($267,600); the inward redeployment to the Department of seven regular budget posts from the Peace and Security Section of the Department of Public Information (1 P-5, 1 P-4, 3 P-3 and 2 General Service, Other level) ($695,700). The resources transferred from the Department of Public Information would become a part of a new unit that would be established in the Department of Peacekeeping Operations. The unit would be responsible for translating the overall political and strategic information requirements of each mission into operational public information plans and for developing standard operating procedures and guidelines for the public information components of peace missions.

5.32 Under the support account, 24 posts are requested (1 D-2, 4 P-5, 3 P-4, 3 P-3, 6 P-2 and 7 General Service, Other level), including the establishment of a Director of the Europe and Latin America Division ($765,800).

5.33 The proposed new posts under the support account consist of the following: 1 Director of the Europe and Latin America Division (D-2); 4 senior political affairs officers (P-5); 2 political affairs officers (P-4); 1 operations officer in the Situation Centre (P-4); 3 political affairs officers (P-3); 5 associate political affairs officers (P-2); 1 associate operations officer in the Situation Centre (P-2); and 7 General Service, Other level, to support the Office.

5.34 The Office of Operations is responsible for providing day-to-day executive direction and guidance to peacekeeping operations in the field and for fulfilling the Secretary-General's reporting obligations on peacekeeping operations to the Security Council. It devises and implements solutions to problems facing peacekeeping operations and supports them politically and substantively vis-à-vis the parties and Member States. The Office also oversees the planning of new missions by providing overall political direction and coordinating the inputs of other entities concerned.

5.35 Multidimensional operations and/or those deployed in particularly difficult circumstances require frequent decisions at the highest level on sensitive political and complex operational issues. The Office of Operations is responsible for preparing guidance and recommendations on these issues. In so doing, it undertakes extensive consultations with the field, other departments, agencies, Member States and troop-contributing countries. The Office also provides regular briefings to the Security Council on these operations, sometimes on a daily basis, as well as to troop-contributing countries. It is also responsible for preparing reports of the Secretary-General to the Security Council. Much of this work has to be carried out under very tight deadlines.

5.36 At present, there are 15 ongoing peacekeeping operations and one potential operation in the planning stage. The current situation, in which one desk officer handles an operation and, in some cases, more than one, is inadequate. One political affairs officer cannot undertake the substantive work required and at the same time support the operation in the field, the Security Council, troop contributors and other Member States. This was clearly brought out in the report of the Panel on United Nations Peace Operations, which noted that desk officers were obliged to make unacceptable compromises among competing demands; that consequently, their directors were

drawn into supporting them in their work instead of engaging in overall policy formulation and direction; and that the inevitable result was that support for the field and Member States suffered.

5.37 Each division should be led by a Director, supported by a Deputy Director. At present, this is the case in two of the three divisions. The Europe and Latin America Division, however, is led by an Acting Director. The establishment of a D-2 post for the Director of this Division is proposed. The current post of D-1 for Acting Director would be used for a Deputy Director. It should also be noted that the Africa Division has two Deputy Director posts at the D-1 level, given the exceptional workload of that Division.

5.38 Under the overall direction of the Director of the respective division, each complex operation should be supported by a team of at least three or four officers (the United Nations Transitional Administration in East Timor, the United Nations Interim Administration Mission in Kosovo, the United Nations Mission in Sierra Leone and the United Nations Organization Mission in the Democratic Republic of the Congo). Less complex and smaller missions should generally be supported by at least one political affairs officer.

5.39 Increasing the level of support provided to the bigger, more complex missions will provide the resources necessary for the Office to ensure the substantive support expected by the Member States, the Security Council, troop contributors, the operation in the field and the Secretary-General. It will also enable the Office to carry out more effectively the coordinating functions necessary to develop strategies and plans and to provide substantive guidance.

5.40 In addition to their work on specific operations, the three divisions in the Office of Operations are frequently called upon to work on special assignments and crosscutting issues, based on experience in the operations for which they are responsible. Such issues include cooperation and liaison with regional organizations engaged in peacekeeping (the Economic Community of West African States, the European Union, the North Atlantic Treaty Organization, the Organization of African Unity, the Organization for Security and Cooperation in Europe, the Commonwealth of Independent States, etc.); security of peacekeeping personnel; governance issues; human rights; and peacekeeping. It also includes issues related to closed operations, such as the recent reports on Srebrenica and Rwanda. Moreover, the Africa Division is responsible for supporting the Organization's efforts with Member States in strengthening capacity for peacekeeping in Africa. The present submission provides for additional resources to deal with such special projects and cross-cutting issues.

5.41 In the Situation Centre, the new P-4 post of operations officer would be used to supervise the shift work, edit the daily reports and ensure continuity and accuracy in monitoring developments in areas of operation. The associate operations officer, at the P-2 level, would compile sources of information, maps and reference material, organize storage and retrieval systems for such information; and provide integrated information for planning and operational personnel.

Public information

5.42 **In line with the recommendation in paragraph 238 of the report of the Panel in which it called for the creation of a unit for operational planning and support of public information in peace operations, a unit would be established within the Office of Operations**. Its principal functions are to ensure that the public information components in United Nations peace operations, both peacekeeping and political missions, are fully staffed and rapidly deployed with all necessary equipment, to respond effectively to all information requirements in the field and to provide full support and guidance.

5.43 As indicated above, the establishment of this unit would be implemented through the redeployment of seven regular budget posts from the Department of Public Information (1 P-5, 1 P-4, 3 P-3 and 2 General Service, Other level) to the Office of Operations.

C. Office of Logistics, Management and Mine Action

Table 5.7 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	1	-	1
D-1	1	-	1
P-5	2	-	2
P-4/3	5	-	5
P-2/1	5	-	5
Subtotal	**15**	-	**15**
General Service category			
Other level	12	-	12
Subtotal	**12**	-	**12**
Other categories	-	-	-
Subtotal	-	-	-
Total	**27**	-	**27**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-1	3	-	3
P-5	10	1	11
P-4/3	104	59	163
P-2/1	3	2	5
Subtotal	**120**	**62**	**182**
General Service category			
Principal level	7	7	14
Other level	105	29	134
Subtotal	**112**	**36**	**148**
Total	**232**	**98**	**330**
Grand total	**259**	**98**	**357**

5.44 **In paragraphs 119 and 120 of his report, the Secretary-General stated that additional resources were needed to better support existing operations, build efficiency and performance enhancing system for the future and then maintain them.**

1. Field Administration and Logistics Division

5.45 As shown in table 5.7 above, 98 new support account posts are proposed (1 P-5, 30 P-4, 29 P-3, 2 P-2 and 36 General Service staff, 7 at the Principal level). The estimated cost would amount to $3,098,200.

(a) Finance Management and Support Service

5.46 The Finance Management and Support Service requires additional staff in order to complete the liquidation of closed field missions, take a more proactive role in the selection and training of field finance staff and to analyse audit observations and recommendations and ensure their implementation. In view of the increasing number of peacekeeping operations, additional staff are required to determine financial resources and prepare cost estimates for new and expanding missions as well as to finalize performance reports.

5.47 Nine new posts (3 P-4, 3 P-3 and 3 General Service, Other level) would comprise the minimum requirements for the Service.

(i) Office of the Chief

5.48 The Office of the Chief will enhance its role of reviewing and pre-selecting of potential mission candidates in the field as well as its budgeting, accounting and finance functions in the field. The pre-selection of candidates requires the expansion of the skills inventory database for field finance staff.

5.49 Efforts to provide a modicum of field staff monitoring, recruitment and training have affected other important functions, such as the roving finance officer, which has been scaled down. Moreover, during the past 18 months the volume of internal and external audit observations, management letters and reports has increased. There is also a need to develop more practical registry functions with schedules and appropriate maintenance capacities. To effectively serve as the Department's focal point for audit matters and to set up and maintain a central filing system to ensure proper distribution of documents, four posts are proposed (2 P-4 and 2 General Service, Other level). The functions of these posts are indicated below.

(a) An audit response officer (P-4) to handle the increased volume of audit-related matters;

(b) A finance officer (P-4) to review, analyse and develop finance and budgetary policies and procedures to promote operational efficiency of peacekeeping operations, to enhance professional staff development and to develop a finance training curriculum;

(c) Two registry clerks (General Service, Other level) to set up and maintain a central filing system and to ensure the proper distribution of documents.

(ii) Financial Support Section

5.50 There is an increasing need for more in-depth analysis of field mission accounts and management of the allotted financial resources, in particular since an increased delegation of authority to the field places more emphasis on adequate monitoring at the Headquarters level. This can be attained only through the allocation of additional staffing resources. The recent expansion of activities has left the Finance Management and Support Service with an inadequate resource base to fully perform the review required at Headquarters. There is also a clear need to allocate additional time

and resources to the production of comprehensive guidelines on field finance procedures and to updating existing instructions and manuals for use in the field.

5.51 In addition, field missions under liquidation require an ongoing capability in the finance area so that continuous review, processing and follow-up can be carried out, beginning with the initial liquidation phase in the field. At present, there are 10 missions under liquidation. The current staffing of one Professional and one General Service staff is insufficient to handle this function. Four additional Professional and one General Service staff are required to assist with the above tasks and to strengthen the section. The functions of the posts proposed are as follows:

(a) A finance officer for the Liquidation Unit (P-4) to perform liquidation tasks such as preparing a disposition of assets report, reconciling mission accounts and reviewing claims pertaining to the liquidating mission;

(b) Three finance officers (P-3) to be responsible for the day-to-day financial management of missions, including the review, analysis and monitoring of mission accounts and the coordination and preparation of financial performance reports and cost estimates;

(c) A finance clerk (General Service) to assist with administrative and clerical duties, including maintaining files of mission-specific legislative documents and providing assistance in coordinating the review of financial performance reports, cost estimates, and the like.

(b) Logistics and Communications Service

5.52 The Logistics and Communications Service provides the enabling interface between the theoretical aspects of plans, mandates and budgets and the practicalities of deploying, accommodating, equipping and sustaining peacekeeping contingents, military observers, civilian police and civilian personnel in peacekeeping missions in areas that usually lack functioning economies and infrastructure.

5.53 The primary activities of the Service involve participating in the mission start-up processes of technical survey missions; planning logistics support; providing the lead in determining financial implications for new mandates; vetting of contingent-owned equipment and self-sustainment proposals of troop contributors; and arranging for the strategic transport of troops and equipment to and from missions by air and by sea; military and civilian living and working accommodation (together with all supporting infrastructure); mission communications and data-processing systems; air and surface transport assets; the United Nations aviation safety programme; specialist medical advice for peacekeeping operations; international contracts for the provision of rations, fuel and supporting services; and acquisition and contracts management for the economic provision of standardized equipment and supplies. Finally, the Service is also responsible for the full spectrum of property and commodity management (including financial aspects and automated systems) and for the development and maintenance of automated management systems.

5.54 In discharging its responsibilities, the Service strives to provide effective support for the implementation of mandates in the most cost-effective manner. Limited resources have made it increasingly difficult to achieve this goal. Of particular concern are the delays often incurred in setting up new missions. This is due in part to the lack of sufficient personnel to carry out both general and detailed logistical planning and in part to a lack of assets and equipment for deployment to new missions. Too often the Service operates in crisis situations during what should be a carefully planned and structured mission start-up process, "borrowing" a bare minimum of equipment and assets from other missions to get the new ones started. This leads to inadequate resourcing, especially in technical fields such as communications, aircraft and vehicles, and diverts staff away from a more regulated approach to providing logistical support to missions. The cost implications of this approach should not be overlooked. Every effort is made to achieve maximum

value for money during contractual and support processes. However, there should be a capacity for developing innovative, more economical approaches to meeting the requirements of peacekeeping missions and for ensuring that activities in the field are supported at an optimal level of efficiency. No such capacity exists currently in any area of the Service.

5.55 The overall lack of capacity has been exacerbated by the fact that at any given time many staff members are absent from Headquarters on short-term deployments, either on mission assistance visits or assisting in the setting up of new field missions. This is at the expense of both routine work and many essential projects. At its present level of resources, therefore, the Service is unable to guarantee effective mission support at a minimum cost to the Member States. It is even further from being able to meet the recommended targets set out in the report of the Panel for mission deployment (30 days for a traditional mission, 90 days for a complex mission).

5.56 Fifty-eight additional posts are proposed under the support account (1 P-5, 21 P-4, 19 P-3, 1 P-2 and 16 General Service, 3 at the Principal level). The number and level of posts requested by organizational units within the Service are set out below.

(i) Office of the Chief

5.57 Two additional posts (1 P-5 and 1 P-4) are proposed for the Office. The Chief, Logistics and Communications Service, is responsible for the coordination of all logistics management issues in the Department. This involves the detailed synthesis of inputs from the various sections; the interpretation of status-of-forces agreements and contingent-owned equipment memoranda of understanding, audit observations, air safety issues and complex contractual matters that often have significant financial implications, often amounting to millions of dollars. Currently, the coordination of logistical management issues is done on an ad hoc basis by temporarily redeploying staff to other areas as and where possible. This ad hoc approach is ineffective. The two additional posts are thus proposed to handle this work on a dedicated basis.

(ii) Logistics Operations Section

5.58 The primary function of the Logistics Operations Section is to provide the central planning and day-to-day management of all logistical support functions. Seven additional posts are requested, for the functions described below.

5.59 In the area of logistics planning, additional capacity is needed for proposed or anticipated new missions, as well as for changes in mandates and/or concepts of operations for existing missions, such as the United Nations Mission in Sierra Leone (UNAMSIL), the United Nations Transitional Administration in East Timor (UNTAET) and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). One P-4 and one General Service staff are requested for these functions.

5.60 In the administrative and clerical support areas, the Section is currently suffering from serious deficiencies in several routine but key areas. Additional resources are required to provide adequate administrative support, especially filing which has fallen far behind owing to the lack of support staff, with growing adverse effects on the knowledge base and efficiency of the Section. Two General Service, Other level, posts are requested for these functions.

5.61 In the areas of contingent-owned equipment, the full implementation of the revised reimbursement procedures has given rise to a need for a logistics team dedicated to participation in pre-deployment inspection visits, the processing of verification reports, the preparation of data for contingent-owned equipment memoranda of understanding under current negotiation, and training of Headquarters and field mission personnel in contingent-owned equipment procedures. In addition, there is a need for contingent-owned equipment specialist staff to develop and publish

standard operational procedures and guidelines for field missions, to develop and deploy the Logistics and Communications Service memorandum of understanding and contingent-owned equipment tracking systems, to develop standard contingent-owned equipment inspection worksheets for use in field missions and to provide specialist advice to the development and deployment of the field mission logistics system contingent-owned equipment module for all field missions. Three posts (1 P-4, 1 P-3 and 1 General Service, Principal level) are requested for these functions.

(iii) Engineering Section

5.62 The Engineering Section is responsible for all civil engineering support requirements, including the design, provision, modification and maintenance of premises, the provision of utilities (power generation, water and sewage disposal), and fire precautions. Seven additional posts are requested for the following functions:

a. Systems engineering and field implementation (1 P-4 and 1 P-3). New United Nations field missions are built from bare-base greenfield sites or through renovation of existing facilities within the mission area. However, as the Engineering Section lacks a dedicated design and construction management capability, such projects have typically been implemented at short notice in a somewhat haphazard fashion. In order to professionally and economically accomplish these often large-scale construction tasks in remote, underdeveloped nations, often severely damaged by conflicts, the Engineering Section requires a capability to design and construct mission-specific facilities for offices, living accommodation, logistics bases, military transit camps, special police units, military office and living areas, power generation, water and sewage systems and all associated supporting infrastructure networks. These facilities often require air conditioning and/or heating, and must also support electronic data-processing requirements for computers and telephones. There is also a related need for a team of experienced, dedicated personnel to supervise such field construction projects.

b. Environmental and sanitation and field support (1 P-4 and 1 General Service). Currently the Logistics and Communications Service has no capability to conduct environmental, sanitation or water programmes in the field missions. This leaves the United Nations exposed to being responsible for environmental damage and claims as well as criticism from various international environmental sectors. These programmes are vital to the functioning of field missions and include water production, waste disposal, sewage programmes and water programmes. Because of our staffing shortfalls in the area of water production for all field missions, the United Nations is purchasing bottled drinking water for field soldiers. With increased staff, the Service will be able to procure water-processing and bottling systems and to deploy those systems to missions. This action programme will result in substantial savings by eliminating the need to ship and purchase drinking water. In addition, the Service will be able to design and build environmental programmes for United Nations missions to ensure the protection of the environment.

c. Electrical and mechanical equipment management (1 P-3). The Department has approximately 4,500 generators of various makes and sizes in use in field missions. Most of these units are in constant use in the field under extreme climatic conditions owing to the lack of a commercial source of electricity. The inventory value is approximately $35 million. While the Service has developed standard specifications for newly purchased generators, there remain many models of different manufacturers in the 20 active missions. A coherent capital replacement programme is therefore required. There is also a requirement for the global management of generator and generator parts programmes for all the existing and new

field missions. The additional posts requested would augment the capacity for providing services in those areas.

d. Engineers online, asset control and GIS programme (1 P-4 and 1 P-3). Full establishment of a dedicated online information and research Intranet will greatly assist the Engineering sections in field missions with facility construction designs, technical information and specifications for past construction and other contracts that have been successful in missions. Additionally, new technology advances in the last few years will enable LCS to implement Geographic Information Systems (GIS) as well as Satellite imagery technology. GIS can be made available to field missions to create special map images, troop deployment maps, refugee monitoring and voter registration products. GIS will assist with command and control and high level decision making. Other GIS products will make mission travel safer by showing mine fields and no-go areas.

(iv) Transport Section

5.63 The Transport Section is responsible for moving contingents to and from peacekeeping operations, which is crucial for the achievement of the 30- and 90-day deployment targets set out in the report of the Panel, for the movement of United Nations-owned equipment between field missions (including the United Nations Logistics Base at Brindisi); for providing and ensuring the global management of United Nations-owned vehicles and long-term charter aircraft; and for carrying out the Department's aviation safety programme. Sixteen additional posts are requested, as follows:

(a) Backlog owing to inadequate resources (2 P-4, 2 P-3, 4 General Service, 1 at the Principal level). The Transport Section is falling seriously behind in its output because its workload has increased beyond the capacity of its current staffing. Relative to the whole of 1999, the Transport Section, during the first nine months of 2000, managed 110 long-term aircraft (compared with 34 in 1999), 40,000 flying hours (21,800 in 1999), 420 short-term charter flights (300 in 1999), moved 36,000 personnel (30,000 in 1999), procured 4,700 vehicles (1,400 in 1999) and managed $320 million of expenditure against $200 million for all of 1999. This level of effort has given rise to a constant state of crisis management, with reduced implementation time-frames, detrimental effects on forward planning, serious administrative and processing backlogs and inadequate cover for staff absences on mission, leave or other duty activities. Accordingly, the above posts are requested to remedy these shortfalls;

(b) Implementation of recommendations of the International Civil Aviation Organization (ICAO) (2 P-4 and 1 P-3). A recent comprehensive ICAO report on United Nations peacekeeping aviation management has given rise to a number of important new tasks, including the restructuring of separate and distinct aviation and air safety sections, the promulgation and enforcement of comprehensive operating and airworthiness standards, wholesale revision of the Air Operations Manual, on-site operation and safety evaluations of commercial carriers, and establishment of a centralized peacekeeping air operations centre. Three posts are requested for these functions;

(c) Improvement of contractual processes (1 P-4, 1 P-3, 1 General Service, Principal level). There is a need to improve the Transport Section's contractual processes by developing transparent vehicle technical specifications, establishing a clear institutional process for vehicle acquisition, developing evaluation plans for technical assessment of tenders received in response to requests for proposal and systemizing the actions relating to short-term charter letters of assist. Three posts are requested for these functions;

(d) Transport material management (1 P-3 and 1 General Service). Material management within the Logistics and Communications Service is carried out at the section level. This vital function, which involves verification that mission data are up to date, trend analysis, monitoring of utilization, re-allocation of assets where appropriate and initiation of replacement action for time-expired items requires constant attention by dedicated specialist staff. However, lack of resources within the Service has necessitated an ad hoc approach. Two posts are proposed for this function within the Transport Section.

(v) Supply Section

5.64 The Supply Section is responsible for the provision of bulk commodities to the field missions, including fuel, water and rations for contingents, service support ("logcap") contracts and the whole range of miscellaneous stores from office equipment and furniture to United Nations flags and blue berets. In addition, the Section oversees the procurement activities of field missions, provides the Logistics and Communications Service policy lead on material management, handles contractual claims of and against the Department, and provides advice on all medical aspects of peacekeeping operations. Eight additional posts are requested, for the following purposes:

(a) Backlog due to inadequate resources (1 P-3 and 2 General Service). As with the Transport Section, the Supply Section is severely under-resourced for its current workload. Backlogs of work have therefore developed in many specific areas, including the preparation of statements of worth for new contracts; the lease and purchase of office machinery and furniture, refrigeration equipment (including reefer containers) and public information equipment; analysis of existing contracts to ensure contractual compliance and best value to the United Nations; and vendor assessment and quality assurance to ensure that vendors meet United Nations standards. Of major concern is the lack of resources to provide expert management and advice on contractual matters, including, in particular, existing systems contracts, as this can impact negatively on multimillion-dollar decisions. Finally, the Supply Section also lacks the support resources to properly file and account for the contract and other documentation that forms the basis for subsequent legal and financial decisions. Two additional staff are requested for these functions;

(b) Systems contract development (1 P-4). There is increased reliance on systems contracts for the provision of supply services for peacekeeping missions. Properly structured systems contracts will be essential for achieving the Panel's recommendation related to 30- and 90-day deployment targets. Before such a policy is adopted, however, there is a need to assess the costs and risks involved in its implementation in each particular case. Where such assessments conclude that the approach is worthwhile adopting, further detailed work will be required to develop comprehensive, "watertight" statements of work. One post is requested for these functions. Although this post would be located in the Supply Section, it would also provide systems contract development advice for all functional areas in the Logistics and Communications Service;

(c) Claims management (1 P-4) related to the assessment of outstanding claims for and against the United Nations. Missions involve millions of dollars worth of procurement for goods and services. Over the past 10 years claims have been submitted by contractors for very significant sums, while the United Nations itself has made many claims for damages or failure to satisfy terms of contracts. The assessment of these cases requires a dedicated and expert officer whose recommendations can have a direct impact on significant financial and legal issues;

(d) Management of technical contracts (2 P-3). There is a long-outstanding requirement for supply officers with an in-depth knowledge of specific technical issues, such as fuel, airfield

handling and rations to develop specifications, to keep current with changes and to provide assistance to the missions. These contracts amount to tens of millions of dollars for each mission. Expert and in-depth advice is needed to ensure that the United Nations receives best value and avoids expensive contractual problems. These are unique and ongoing requirements that merit dedicated officers;

(e) Medical planning (1 P-4). The new post is required to increase the medical planning capacity for new missions; to develop a comprehensive system for medical planning of future missions; to develop a system for standardization of required medical capabilities for medical staff and medical equipment for United Nations medical facilities in missions; to develop educational tools for medical staff in United Nations missions; to liaise with prospective medical staff; and to perform medical quality assurance.

(vi) Communications and Electronic Services Section

5.65 The Communications and Electronic Services Section is responsible for the global peacekeeping communications network, from United Nations Headquarters to missions, and within missions down to military observer/civilian police team sites or the contingent headquarters level. It provides all peacekeeping operations with their information technology and application software needs. The establishment of an adequate, functioning communications system is invariably one of the first priorities for a new mission. The Sections limited resources have led to this task becoming increasingly difficult as each new mission is established. If the Section is to be capable of supporting the timely deployment of communications systems, as well as the development, deployment and maintenance of information systems and the associated technologies, it will require significant reinforcement in several areas. Eighteen additional posts are requested, in the following areas:

(a) Information and communications technology infrastructure services (1 P-4, 2 P-3 and 1 General Service). Review and evaluate the wide-area network in order to enhance the backbone to provide adequate and secure transport of voice, data and images and to upgrade communications requirements for the United Nations Logistics Base at Brindisi. This will enable it to function as a global teleport for mission assistance and remote connections. Research on new technologies needs to be conducted, such as electronic radio propagation mapping, mobile assets tracking and locator system and digital rural telephone maintenance and programming. These posts are required within the Headquarters establishment because they involve planning, development and subsequent management oversight for enhancements to the network;

(b) Applications software projects (1 P-4, 1 P-3 and 2 General Service). Plan, define and undertake major projects to provide application software solutions that support the Department and peacekeeping operations as well as enhancing and integrating the existing logistical support systems (the field assets control system, the field expendable supply system, the movements module of the field personnel management system, contingent-owned equipment, etc.) and administrative, financial and personnel management systems (the field procurement management system, ProGen, Reality, etc.) in the field within a phased, prioritized implementation plan. Four posts are requested for these functions;

(c) Satellite planning (1 P-4 and 1 P-3). Review the adequacy and security of voice, data and images; satellite utilization planning for VSAT implementation and INMARSAT commissioning; the redistribution and monitoring of traffic; the billing of INMARSAT terminals used in the field and coordination of United Nations INTELSAT resources being shared by other United Nations agencies and international organizations. These entities reimburse the Department for costs incurred for transponder and other related costs;

(d) Radio and video broadcast capability (1 P-4). Plan and implement enhancements for radio and video broadcast capability for missions; implement a broadcast system for public information capture and dissemination for voice, data and image; and to further develop videoconferencing capability;

(e) Military signal capability (1 P-4 and 1 P-3). Plan and implement a military signal capability to support the requirements of military contingents of troop-contributing countries lacking adequate communication equipment in the field;

(f) Information and communications technology security plan (1 P-4 and 1 P-3). Plan and manage a comprehensive information and communications technology security plan with approved procedures for back-up, disaster recovery and contingency measures and to provide advice on their ongoing operation and improvement; and to identify and put in place measures for disaster recovery; contingency planning and risk evaluation;

(g) Master training plan (1 P-4 and 1 P-2). Develop, implement and coordinate a master training plan for the Section; to coordinate the set-up of a centralized training laboratory at the Logistics Base and to devolve responsibility centres at appropriate missions; and to identify performance measures for monitoring, review and feedback into training programmes;

(h) Consolidated reporting (1 P-3). Prepare specifications of requirements including the development of a corporate data warehouse made up of subject-specific data cubes and the design, implementation and distribution of reporting templates to enable consolidated reporting on mission critical applications.

(c) Personnel Management and Support Service

5.66 Principal among the concerns raised by the Panel on United Nations Peace Operations is the need to develop a global staffing strategy that facilitates the rapid selection and deployment of new staff and strengthens the capacities of serving field staff while ensuring that all staff serving in the field enjoy appropriate conditions of service. The emergency resources requested in this document would enable the Service to start clearing its current backlog and to begin moving from a reactive to a proactive delivery of human resources management support to field missions. However, owing to the current workload and backlog situation, additional support will enable the Service only to begin to make headway in addressing the major concerns expressed in the Panel's report, including the development of structures, standard operating procedures, monitoring mechanisms and training required to increase the decision-making authority on human resources matters in the field. An increase of 31 posts is requested if the Service is to begin meeting these goals (6 P-4, 7 P-3, 1 P-2 and 17 General Service, 4 at the Principal level).

5.67 The focus should be on developing and implementing a global staffing strategy; streamlining procedures and policies and reintroducing best practices, lessons learned and standard operating procedures for use in the Service and for enabling further delegation of authority; identifying training needs and developing training programmes; furthering delegation of authority and developing appropriate training, support and monitoring mechanisms; restructuring the Field Service category; and reviewing and improving conditions of service for field personnel. That being said, it is realistically predicted that after the emergency resources have been available for one year and have been deployed over a one-year period, only the existing backlog would have been cleared and progress in the above-mentioned areas would be made only after additional resources are allocated to strengthen the Service's overall capacities.

(i) Office of the Chief

5.68 The Office of the Chief provides overall management and coordination of the work of the Service. Its functions include maintaining effective monitoring and provision of policy guidance to field missions in a systematic manner; developing, in consultation with the sections and other offices, more comprehensive and streamlined policies, standard operating procedures, guidelines and administrative processes with particular reference to field missions; and ensuring the systematic sharing of sound human resources policies that reflect best administrative practices based on lessons learned from, inter alia, the experience gained in the field, audit recommendations and concerns raised by Member States.

5.69 In light of the growing volume and complexity of the responsibilities of the Service, the Office has had to postpone many special projects and continues to be more reactive than proactive. The backlog affects the capacity to prepare, update, revise and maintain such basic management tools as the Field Administration Handbook and standard operating procedures, to develop and revise guidelines and to rationalize administrative policies and processes that would make possible further delegation to the field and a more uniform exercise by field missions of the authorities already delegated to them.

5.70 Because of staffing constraints, the Office also experiences difficulty in developing and initiating revisions as well as following through with the Office of Human Resources Management on human resources management policies responsive to field personnel. It lacks the capacity to draw lessons learned from audit observations and recommendations, disciplinary and appeals cases, including United Nations Administrative Tribunal cases, and other jurisprudence, and to reflect the same in its advice, training and other support to field mission personnel.

5.71 Three new posts are proposed for the Office of the Chief (1 P-4, 1 P-3 and 1 General Service, Other level) to begin clearing its backlog, to assist in urgent policy reviews related to implementing further delegation of authority, to start identifying training needs and to begin developing mission-specific training programmes. Even with these additional resources, initiatives to systematically develop and implement the strategies to introduce the reforms recommended by the Panel would have to be postponed until the current backlog is cleared and priority projects (such as the restructuring of the Field Service category) are given attention. Their functions are indicated below:

(a) An administrative management officer (P-3) to assist over the longer term in the production of user-friendly guidance documents, also called for in the report of the Panel. The officer would provide advice on and support in the handling of disciplinary and appeals matters needing legal review as well as coordinating other special projects. The officer would further review, analyse and act on such cases, drawing appropriate lessons learned and sharing best administrative practices with the field missions. He or she would participate in the review and/or improvement of conditions of service for field personnel, including the exercise to restructure the Field Service category, as well as providing support to organizational policy development and/or revision in order better to meet the changing demands of field operations;

(b) An administrative assistant (General Service) to provide paralegal research and administrative support for the increased policy and guidance work;

(c) A staff development training officer (P-4) to start identifying the training needs of serving staff and to provide pre-deployment training for new recruits. The staff would begin coordinating and developing training programmes to enhance the managerial and substantive competencies of field personnel, including the training required by serving field service officers to align their skills with the expectations of a restructured category.

5.72 As noted in the report of the Panel, resource constraints have limited the Organization's ability to institutionalize training programmes for civilian staff at the middle to senior levels in administrative and support functions. This lack of training capacity has contributed to critical shortfalls of key staff in administrative and support functions in peacekeeping operations. A strategy for continuous training and development of field personnel is central to the ability to provide the calibre of staff necessary to meet the current and future administrative and support needs of peacekeeping operations.

5.73 This establishment of a new P-4 post above would be a first step to start addressing the training requirements of field personnel in an organized manner. However, it cannot be realistically expected that one P-4 post would make possible the full development of appropriate programmes to meet the specific operational needs of field missions. Additional support would be needed in order to plan and organize training activities for field administration staff (finance, budget and human resources management) and logistics staff (communications, data-processing, aviation safety, movement control, procurement, etc.) and to develop induction workshops to be held for new staff going to the field as well as follow-up courses on human resources management, budgeting, accounting or finance, monitoring modalities or electronic software and specialized training in various areas of logistics.

(ii) Administration and Information Management Section

5.74 The difficulties in attracting, retaining and rewarding personnel for peacekeeping operations and the obsolescence of the Field Service category have been highlighted in the report of the Panel. The Panel has recommended that the conditions of service be revised to enable the Organization to attract and retain the most highly qualified staff and that the Field Service category be reformed to better reflect the current and future needs of peacekeeping operations. The Section will be directly responsible for transforming these objectives into reality. This will require a substantial investment in the Section in terms of additional staffing to enable it to meet not only these challenges, but also to meet its standing core obligation of providing the level of service and support the staff serving in the field deserve. An additional 14 posts (3 P-4, 2 P-3 and 9 General Service, 2 at the Principal level) are required to improve the standard of service currently being provided and to begin addressing the changes proposed by the Panel.

5.75 The Administration and Information Management Section focuses on the actions needed to manage, develop and retain staff in the field. In addition to its core functions of administering contracts, salaries, allowances and benefits, the Section seeks to take a proactive approach to management of the conditions of service of staff in field missions. By this approach, the Section aims at contributing to organizational change through the development and application of policies and practices consonant with the Secretary-General's human resources management reform programmes. This includes developing and applying consistent human resources policies in field missions; developing the capacity in field missions to enable further delegation of authority; monitoring current delegation of authority; carrying out performance management of civilian personnel officers in the field as well as oversight of performance management of field staff in general; identifying staff training and development needs; providing career management advice; improving staff safety, health care and well-being; and reviewing appeals and disciplinary cases.

5.76 The lack of adequate human resources within the Section hinders its ability to provide the quality of support that can reasonably be expected by field missions. While the Section has made it a priority to develop its own reform initiatives, it does not have the required resources to dedicate to long-term, strategic objectives such as career development and training for field personnel, delegation of authority, and design of staff welfare programmes for field staff. It struggles to provide even the most basic essential services, such as ensuring that staff in the field are paid

properly on time. Administrative delays in effecting payment of salaries have caused personal hardship for staff and insecurity for their families. This clearly must be improved. While paying staff may rightly be considered the fundamental obligation of any human resources function, the challenge to do so has taken on new dimensions with the 75 per cent increase in international staff administered directly by the Section from the period from June 1999 to September 2000 from a total of 2,428 staff on board in November 1999 to 4,257 staff in September 2000. It should also be noted that there are currently 746 vacant posts in peacekeeping missions, which, once filled, would add to the current workload, along with the 5 per cent turnover rate that has developed over the past year.

5.77 As a result, the Section alone is now responsible for administering approximately 40 per cent of the Secretariat staff on the payroll at Headquarters. As an indication of the workload, the total number of personnel actions approved by six human resources officers in the Section for the period from 1 January to 27 September 2000 is 11,784. This represents an average of 1,964 personnel actions per officer. Although this is understandable, if still unacceptable, good management practices are being sacrificed as attention is diverted to dealing with the urgent matters that surface daily.

a. Office of the Chief of Section

i. Special missions

5.78 The Administration and Information Management Section manages the personnel administration of 20 peacekeeping and peace-building missions and political and good offices missions of the Secretary-General, with a current total international staffing level of 3,865. There is an average 5 per cent turnover of staff per month, translating into an increase of 10 per cent of the number of staff on board at any time, which must be administered in terms of processing separations and new appointments. Currently, there is a consistent average backlog per month of approximately 720 personnel actions, 17 administrative reports, 27 personnel activities reports filed weekly by all field missions and 750 reviews of contractual status of field personnel. This backlog exists despite average monthly overtime of 175 hours by General Service staff of the Unit, which does not reflect the matching time worked by Professional staff. It can take three months to process contracts and regularize the pay status for newly recruited staff, who are usually appointed on contracts of six months or less.

5.79 The recent changes made in the conditions of service for staff on appointments of limited duration include payment of a family allowance and improved insurance coverage. Proposals are also under consideration for changes in the contractual arrangements of such staff, which would provide an opportunity for reappointment under a 100-series fixed-term appointment. These measures will go some way towards addressing the concerns raised in the Panel's report on the difficulties in attracting, rewarding and retaining field staff. However, these changes will also place additional demands on the Section in managing and administering the significantly more complex contracts and benefits of the improved limited-duration and 100-series appointment packages.

5.80 In an effort to begin meeting current and future demands, it is proposed that the work of the unit be clustered by geographical region (Africa, Asia and Europe and Latin America). The existing staffing levels would be enhanced by two P-4, one P-3, one General Service, Principal level, and three General Service, Other level posts. The function would be supervised by a staff member at the P-4 level, who would be responsible for the overall direction, coordination and supervision of the work relating to special missions, including monitoring the delegation of authority exercised in the field and ensuring consistency in the application of policy and practices in the unit and in the special missions. Each regional area would be supported by human resources officers (P-4). They would be directly responsible for administering the complex missions and would oversee and

coordinate the administration of more complex benefits (such as dependency benefits, education grant, etc.). The officers would be assisted by human resources officers at the P-3 level, each assuming direct responsibility for one or two missions within the following regions:

(a) Africa: eight missions with approximately 838 international staff;

(b) Asia and Middle East: six missions with approximately 1,203 international staff;

(c) Europe and Latin America: six missions with approximately 1,824 international staff.

5.81 The provision of these additional resources would represent an improvement of the ratio of human resources officers to the number of staff administered from 1 to 996 to 1 to 552. While this would not fully address the situation, it would introduce some capacity to begin to re-establish efficient administrative processing.

5.82 One senior administrative assistant post (General Service, Principal level) is required to provide day-to-day supervision and guidance of the more junior administrative assistants. Three additional General Service (Other level) posts are required to process administrative actions.

ii. Established missions

5.83 The Administration and Information Management Section is also responsible for the approval, processing and administration of entitlements, allowances, benefits and contracts of approximately 623 international staff members serving in peacekeeping and field missions categorized as established missions. This includes 231 established mission staff on assignment to special missions. The unit monitors the exercise by field missions of delegated authority in the administration and management of locally recruited staff and the limited delegation of authority for international staff.

5.84 Responsibilities also include the management of the Field Service category. This category of staff has traditionally formed the backbone of the administrative and logistical support to peacekeeping missions, particularly at the start-up phase of a mission, and is the only category of staff specifically designated to serve in peacekeeping missions. But as pointed out by the Panel, the Organization has not had the resources that need to be devoted to developing the Field Service officers. As a result, much of the value of the category has been lost. Accordingly, the Panel recommended that the Field Service category be reformed to meet the present and future demands of complex field missions, with particular emphasis on training and development of managerial staff at the middle to senior levels in key administrative and logistical functions.

5.85 The Panel also called for revision of the conditions of service for the Field Service category in order to attract and retain the best qualified candidates. The high degree of mobility and the complex nature of the Field Service category's contracts and entitlements call for the constant development of human resources management polices as well as ad hoc guidelines, and require the provision of enhanced administrative support to established missions. There have not been sufficient resources available to do this effectively, nor to devote to the proper management and development of the category itself. To effectively manage the restructured Field Service category as envisioned in the Panel's report, succession planning, creation of training programmes and career development opportunities and better career management for Field Service officers must be developed and delivered. In support of this, an additional P-3 post is requested to augment the established mission function. This position would provide an initial capacity to begin managing the Field Service category, including career management; job development; creation and maintenance of a skills inventory; identification of training needs and oversight of the design of appropriate programmes; direction of promotion and special post adjustment reviews; management of the application of a rotation policy; and reviews of appointment. Two additional posts (General

Service, Other level) are also proposed to assist the unit in collecting and maintaining data, conducting research, classifying posts and processing benefits.

b. Information Management

5.86 The Section is responsible for managing and maintaining databases and information systems used by the Service, including IMIS, the field personnel management system and the peacekeeping database, and for developing and maintaining these information management systems for use in mission planning and staffing and in personnel administration in field missions. It is also responsible for managing and maintaining all personnel archives, files and records, which include 12,740 personnel files. The development of adequate human resources management systems for the field that are visible to Headquarters is an integral part of the system of monitoring the exercise of authority delegated to field missions. It will not be possible to further delegate authority to field missions without enhancing human resources management systems. The resources have not been available to pursue this to the extent envisioned. Sufficient resources have also not been available to cope with the increase in the management of the personnel files and archives. A total of 3,444 new personnel files have had to be created since June 1999 as a result of the increase in the number of staff selected for field assignments. Insufficient staff to maintain files has resulted in the current backlog of 40 boxes of records to be filed, each box requiring two to three weeks to complete, requiring a further temporary investment of additional resources amounting to some two person-years (General Service, Other level), if the backlog is to be cleared in the short term. In addition, there is no capacity to update, create, maintain and distribute to the field informational guidelines or standard operating procedures such as the Field Administration Manual which had been highlighted in the Panel's report. The lack of capacity to maintain such central policy records has crippled the Section in terms of ensuring consistency in the application of policies and practices at Headquarters and in the field. If progress is to be achieved, there will be a need to institutionalize the process of collecting, updating and disseminating widely consolidated guidelines, policies and practices, optimizing the use of electronic data and facilitating operational access to electronic personnel files.

5.87 To achieve this, one P-4 post is required to be responsible for the overall direction of the function, the conceptual development of systems, information security, liaison with the Communications and Electronic Services Section, which provides the infrastructural data-processing support between the Personnel Management and Support Service and field missions, and coordination and monitoring of the field personnel management system deployed in the field and at Headquarters. An additional General Service post, at the Principal level, is requested in support of the programmer, to troubleshoot, collect data, extract statistical data and coordinate database clean-up exercises. A central registry is critical to the effort to capture lessons learned and standardize policies, standard operating procedures and the like. Another two General Service posts are proposed to develop, manage and maintain a central registry as well as personnel and official status files.

c. Staffing Support Section

5.88 The Staffing Support Section is at present responsible for the recruitment and travel arrangements of international civilian personnel, as well as travel of civilian police and military observers, for 34 operations. These include the established missions, special missions and special envoy and political missions. With the emergence of complex mission structures, most notably "governance missions", the demands placed upon the Section have expanded to include the identification and rapid deployment of personnel capable of performing both the Organization's traditional mission start-up functions and the significantly more diversified governance responsibilities. Fourteen

additional posts are proposed to address the concerns as well as to prepare for the changes recommended in the report of the Panel.

5.89 In 1999 two large and complex missions were launched in Kosovo, the United Nations Interim Administration Mission in Kosovo (UNMIK), and in East Timor (UNTAET). In order to meet this surge in staffing requirements (more than 2,392 posts were authorized for international civilian personnel), three of the six recruitment officers in the Staffing Support Section were assigned to identify and select personnel for these two missions, thereby reducing staff resources for the remaining missions by half and thus negating the impact of the two additional P-3 and one additional P-4 posts approved for this purpose. The work programme of the Section has been further increased this year by the establishment of MONUC in the Democratic Republic of the Congo, the United Nations Mission in Ethiopia and Eritrea and the recent expansion of UNAMSIL in Sierra Leone.

5.90 The additional demands placed upon the Section have resulted in delays and backlogs in all areas of the Section's operations, including the timely deployment of personnel. Although established in 1999, UNMIK and UNTAET have yet to be fully staffed. Moreover, these two missions have experienced a high staff turnover resulting in additional staff-hours spent on identifying, selecting and arranging travel of replacement personnel.

5.91 The reassignment of staff to handle recruitment and travel for these two operations has also affected the timely delivery of personnel support to the remaining missions. Of a total of 5,003 authorized posts for all 34 missions serviced, 3,757 are presently staffed, 500 are in the process of being staffed (recruits are in travel status) and 746 posts remain to be filled. The timely identification of candidates in various occupational groups is hampered by the lack of a reliable and up-to-date roster of pre-selected candidates, a priority need identified by the Panel. The present roster is outmoded, labour-intensive to maintain and inefficient. Although 22,000 candidates have been entered onto the roster, their qualifications and suitability for mission assignment have not been vetted and matched with staffing requirements. The staff presently assigned to the applicant management team are inundated with the daily flow of mission applications (approximately 150 per day) and with the backlog of 3,500 candidates remaining to be rostered.

5.92 The surge in staffing requirements with the expansion of peacekeeping operations has significantly increased the workload relating to travel. As an illustration, in 1999, 3,051 travel authorizations were issued with a value of $22,488,548.38; as at 26 September 2000, 3,008 travel authorizations had been processed in 2000, with a value of $21,899,773.68. Currently there is a backlog of 400 recruits waiting to travel, many of whom were selected over two months ago. This significantly affects the operational needs of field missions.

5.93 All the functions of the Staffing Support Section require additional resources in order to address the increased workload and to lay the foundation for the conceptual changes in the Panel's report. In order to begin meeting the goal of staff deployment within the framework set out in the report, the following actions need to be undertaken as part of developing a global staffing strategy:

(a) Establish mission modules, in coordination with substantive, administrative and technical offices, that standardize field personnel requirements in accordance with size, mandate and complexity of operations;

(b) Prepare generic job descriptions for all levels of posts in all occupational groups covered by peacekeeping operations;

(c) Forecast requirements to estimate the number and kinds of personnel required in coordination with substantive, administrative and technical offices;

(d) Set up of a new Internet/Intranet roster, which will be more reliable, effective and accessible, thus facilitating the eventual creation of sub-rosters consisting of candidates who have been cleared and pre-selected by the various relevant technical, substantive and administrative offices of the Secretariat. This will require the expertise of two consultants — one information technology specialist and one human resources specialist — to conceptualize and develop the roster utilizing all new available technology. The actual number of posts required to maintain the roster would be known only upon completion of the consultants' project;

(e) Reach agreements with departments and offices of the Secretariat as well as with organizations of the United Nations system to establish a sub-roster of pre-selected personnel who are ready to be deployed to staff key managerial, administrative and substantive positions, including terms required for start-up operations;

(f) Reach agreements with Member States to establish a sub-roster of pre-selected personnel who are ready to be deployed for posts in all areas of civil administration;

(g) Establish a comprehensive training plan in cooperation with the Office of Human Resources Management and Member States for all personnel to be assigned to peacekeeping operations, particularly those in finance, personnel and procurement areas, where thorough knowledge of the Organization's administrative regulations and rules is required;

(h) Streamline and simplify recruitment processes and procedures with the aim of making the selection process more transparent and efficient.

5.94 In order to carry out the present workload as well as to prepare for the conceptual changes outlined in the Panel's report, the Staffing Support Section would require an additional 14 posts (2 P-4, 4 P-3, 1 P-2, 7 General Service, 2 at the Principal level) to be assigned to the various areas of operation.

D. Office of Military and Civilian Police Affairs

Table 5.8 **Post requirements**

	2000-2001 approved staffing	*Changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	–	1	1
D-2	1	–	1
P-5	1	1	2
Subtotal	**2**	**2**	**4**
General Service category			
Other level	1	2	3
Subtotal	**1**	**2**	**3**
Other categories	–	–	–
Subtotal	–	–	–
Total	**3**	**4**	7
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-2	–	1	1
D-1	2	–	2
P-5	3	3	6
P-4/3	36	33	69
Subtotal	**41**	**37**	**78**
General Service category			
Principal level	–	1	1
Other level	12	11	23
Subtotal	**12**	**12**	**24**
Other categories	–	–	–
Subtotal	–	–	–
Total	**53**	**49**	**102**
Grand total	**56**	**53**	**109**

5.95 **In line with paragraphs 123 to 127, 131 and 132 of the report of the Secretary-General, a new Office of Military and Civilian Police Affairs would be established, headed by an Assistant Secretary-General. A Criminal Law and Judicial Advisory Unit is proposed to be established within the Office. A new Civilian Police Division would be established, and the rank of the Civilian Police Adviser is proposed to be upgraded to the D-2 level, and the Military Adviser's Office in the Military Division has been restructured.**

5.96 The additional posts proposed under the regular budget and shown in table 5.8 reflect the establishment of the Office of Military and Civilian Police Affairs ($257,500). Under the support account, 49 new posts are proposed, including the reclassification of the post of the Civilian Police Adviser from the D-1 to the D-2 level. The estimated costs amount to $1,939,500.

1. Office of the Assistant Secretary-General

5.97 The creation of a new Assistant Secretary-General post is proposed to head the Office of Military and Civilian Police Affairs, supported by a special assistant at the P-5 level and two General Service staff as administrative assistants. The scope of work required to manage and support military and civilian police activities, including large contributions of military and civilian police personnel and other large-scale capacities, has provided the impetus to split the military and civilian police-related functions into two separate divisions.

Criminal Law and Judicial Advisory Unit

5.98 The establishment of a Criminal Law and Judicial Advisory Unit is proposed within the Office of the Assistant Secretary-General. It would consist of a Chief at the D-1 level, one senior judicial affairs officer at the P-5 level, two judicial affairs officers at the P-4 level and two administrative assistants at the General Service level. The Unit would provide the critical link between civilian police activities and the establishment and support of local judicial and penal systems. The Unit would include expertise in judicial and penal systems with a focus on operational experience. Given the level of experience and specialized expertise required, the Unit would be headed at the D-1 level and include legal expertise in the judicial sector as well as in the penal systems sector. It would also include the personnel necessary to assist in developing arrangements for the mobilization of specialized personnel in these sectors from both within and outside the United Nations system. The Unit would report to the Assistant Secretary-General for Military and Civilian Police Affairs.

5.99 The ability of the United Nations civilian police to carry out their mandates is intrinsically linked to the ability of the local judicial and penal systems to carry out their responsibilities effectively. Yet, civilian police in peace operations are often deployed in areas where not only the local police, but also local judicial and penal institutions, have been severely weakened or have ceased to exist. In such areas, these institutions must be rapidly strengthened if United Nations civilian police are to succeed.

5.100 While the link between the work of the civilian police and the judicial and penal systems is evident, the dynamics of local judicial and penal systems have not been fully considered in planning civilian police operations and in providing them with daily guidance and support from Headquarters. Furthermore, the United Nations has not been able to mobilize in a timely manner the resources necessary to address these aspects of the civilian police mandate.

5.101 Within the United Nations system, the Office of the United Nations Commissioner for Human Rights and UNDP will continue to assist in developing local capacity in the judicial and penal sectors in accordance with existing norms and conventions. Yet, as pointed out by the Panel, capacity is still required to ensure that appropriate guidance is provided on a daily basis to

missions on their work related to judicial and penal systems, to ensure these aspects of their work are fully considered in planning and deploying peacekeeping operations and to mobilize required resources in this regard from within and outside the United Nations system.

2. Military Division

5.102 The Military Division provides technical military advice and professional military input to the direction of current missions, undertakes force generation (including management of military aspects of standby arrangements), manages induction, repatriation and rotation of contingents and individual officers, produces military component mission plans and provides training, doctrine and standards support to Member States and to field missions.

5.103 In the first instance the Division would be restructured to better utilize existing resources. The force generation function will be moved from the Military Planning Service to a new Force Generation and Military Personnel Service. This would permit the Military Planning Service to concentrate on the production of estimates, plans and supporting documentation. The basic structure of the Military Division would consist of the following: the Office of the Military Adviser; the Current Military Operations Service; the Force Generation and Military Personnel Service; the Military Planning Service; and the Training and Evaluation Service.

5.104 The additional requirement for the Division is for 24 Professional and 8 General Service posts. In addition, there would be an internal redeployment of two posts currently approved for the rapidly deployable mission headquarters to the Military Planning Service. After taking into account improvements that will be gained through the division of military and civilian police related functions and the restructuring mentioned above, priority has been given to ensuring that staff resources are provided to deal with the key functions listed above, at least at a basic level. As such, this approach will provide only the initial stages of a limited specialist planning and advisory capability in other areas, such as military logistics, military engineering and military aviation.

(a) Office of the Military Adviser

5.105 The present workload in the Office of the Military Adviser cannot be handled with the current staffing. The Special Assistant currently acts as the primary staff officer for a wide range of issues that detract from his primary function of providing immediate Professional-level staff assistance to the Military Adviser. In addition, there is a very limited divisional coordination capability. Two new staff would therefore be required, similar to the situation in other offices with equivalent linkages. One would share the workload of the Special Assistant and the other would assist the Chief of Staff in the divisional coordination function. This would improve response times in all areas, including on key troop safety issues. One military assistant (P-3) and one senior operations assistant (General Service, Principal level) are required.

(b) Current Military Operations Service

5.106 The military desk officer function in the Service does not currently have adequate resources. The workload in the Office of the Military Adviser is such that day-to-day supervision and coordination of peacekeeping affairs officers (previously titled military mission officers) is not possible. In addition, the officers have no administrative support staff. To better meet the workload and provide supervision, tasking and coordination as well as administrative support, a Current Military Operations Service will be formed, largely using existing resources. The enhancements from this restructuring and from the provision of additional staff will be better supervision and coordination, enhanced support to field missions, improved response times, better ability to anticipate events in mission areas and capacity to conduct analysis related to current events in specific missions. Extra staff would also enhance responsiveness to contributing countries. Five new posts are proposed, for

a Service Chief, Current Military Operations (P-5), a peacekeeping affairs officer (P-4), two operations assistants and one secretary (3 General Service).

(c) Force Generation and Military Personnel Service

5.107 With the restructuring mentioned above and an expanded staff, a focal point for military personnel management and force generation can be created. As such, a new service will be created whose responsibilities will include all force generation and standby arrangements. In relation to standby arrangements, the additional staffing requested would make it possible for a number of enhancements to be put in place, primarily centred on more active management and greater interaction with Member States. There is also a requirement for additional resources to be provided for overall management of military personnel and the provision of technological support. This includes such areas as military personnel policy, individual rotations and records. In total, eight posts are proposed: one Force Generation and Military Personnel Service Chief (P-5); four planning officers (P-4); one technology support officer (P-4); an administrative assistant and a secretary (2 General Service).

(d) Training and Evaluation Service

5.108 The Fifth Committee and the report of the Panel have raised concern and acknowledged the consequences of staffing shortages in the Training Unit (to be renamed the Training and Evaluation Service). These include a very limited capacity to support training activities in Member States and no capacity to produce and validate training standards. The Unit has, however, developed a strategy to support national and regional training initiatives. This involves a core of training officers located at Headquarters, supported by training and validation officers in field missions as well as United Nations training and evaluation assistance teams from Member States. This concept will facilitate specific measures in support of particular Member States or regional groups (including the brigade-sized standby forces proposed by the Panel). The Unit will also organize pre-mission training for field missions and will conduct training validation visits in conjunction with standards and evaluation officers.

5.109 Four new training officers, two at the P-4 level and two at the P-3 level, are proposed to enhance capacity for these functions.

5.110 The Unit is also understaffed in the area of military doctrine and training standards production. This area has been identified previously and is specifically highlighted in the report. The shifts contained in the report will also demand the production of formal training standards and significant additional military doctrine. Military doctrine will be produced in close coordination with the Peacekeeping Doctrine and Best Practices Unit. Officers assigned to this function will provide the military input to the "doctrine teams" led by that Unit. One additional training officer is requested for this function (P-4). Production of formal military training standards is a staff-intensive task requiring specialist military personnel. There is, at present, no capacity to produce and evaluate uniform training standards of elements deployed in the field. Two training officers (1 P-4 and 1 P-3) are proposed for this area.

5.111 To complement its military training support strategy, the Unit will increase its use of technology to reach a wider training audience by enhancing access to electronic training material (e.g. on compact discs and through the Internet). It will also assist the United Nations Institute for Training and Research by developing and conducting further distance-learning courses. Two additional officers are requested for this purpose (1 P-4 training officer and 1 P-4 technology support officer).

5.112 To support the Professional staff indicated above, an operations assistant (General Service, Other level) would be required.

(e) Military Planning Service

5.113 Generic planning. The Military Planning Service is organized into five-person teams of generic planners. Experience gained during the planning of recent missions has shown that a team of this size is required to effectively plan missions and to support longer-term initiatives, such as advice to peace talks. The planners currently assigned to this function provide a capability to plan the military component of two medium-sized missions simultaneously. Over the past two years experience has shown that the requirement is to conduct detailed planning for up to four missions or longer-term initiatives at any one time. At a minimum, one more team of generic planners is required.

5.114 Specialized advice and support. The Military Planning Service has no advisory or planning capability in various key military specialties. Sound planning requires input from a number of these specialties. In the past this has been provided through various ad hoc arrangements with Member States, sometimes after the mission headquarters is established. For political and operational reasons this is unacceptable. In addition to military expertise, a full-time humanitarian information and advisory capacity is required. Given the multidimensional nature of current peace operations and taking into account the fact that the humanitarian community is normally present before the peacekeepers, sound liaison with humanitarian organizations and focused access to relevant information has proved essential to military planning. A full-time specialist planning/advisory capability is needed to provide advice on operational military logistics, engineering, communications, civil-military cooperation, aviation, military information (including geospatial), and, in some instances, input to the planning activities within the Department.

5.115 Mission documentation. The highly specialized nature of mission documentation (rules of engagement, guidelines to contributors and force commanders' directives) demands that officers be dedicated to this function full-time. This has not been possible to date. As such, additional resources are required for this area.

5.116 Six new posts are proposed for planning officers (3 P-4 and 3 P-3) supported by an operations assistant (1 General Service).

5.117 In addition, the two posts at the P-4 level currently approved for the rapidly deployable mission headquarters, Military Planning Service, will be redeployed as humanitarian liaison officers.

3. Civilian Police Division

5.118 The analysis of the Civilian Police Unit contained in the report of the Panel and the manner in which the responsibilities and functions can be better fulfilled is fully subscribed to and reflected in the present submission. The report recognized the dramatic increase in the number of civilian police in service with peacekeeping missions, as well as the increase in scope of their duties.

5.119 In June 1999 there were 2,222 civilian police officers in service in peace operations. A little more than one year later, the number of officers deployed had risen to 7,416.

5.120 This increase over the past year in the number of civilian police officers was also accompanied by a change in the breadth of their responsibilities. Whereas in the past, civilian police officers were primarily responsible for training and advising local police services, they are now entrusted, in two peace operations, with executive authority, an enormous leap in the scope of their duties.

5.121 Recognizing the profound change in the size and scope of its work, the present report reflects the establishment of a Civilian Police Division reporting to the Assistant Secretary-General for Military and Civilian Police Affairs. To perform its key functions, the Division requires an additional nine Professional posts and two additional General Service posts.

5.122 The Civilian Police Division has been divided into two units, the Policy and Planning Unit and the Mission Management Unit, under the responsibility of the Office of the Civilian Police Adviser.

5.123 It should be noted that it is standard policy of the Division for all Professional staff members to participate in the selection assistance team visits to Member States. The teams assist Member States in evaluating the abilities of their national police officers and currently assess more than 8,000 officers annually. Based upon the past year, staff members have been away from the office more than 35 per cent of the time conducting selection assistance team visits, an activity that inhibits their ability to perform their regularly assigned functions. It is anticipated that selection assistance team visits will remain a core activity of the Division and will absorb an ever-increasing share of its resources.

(a) Office of the Civilian Police Adviser

5.124 The creation of the Civilian Police Division indicates the recognition of the increase in the number of civilian police deployed and the increasing complexity of the functions they have been mandated to carry out. With these changes, the responsibilities of the position of Civilian Police Adviser have also increased in number and complexity. The reclassification of the post of the Civilian Police Adviser from the D-1 to the D-2 level is proposed on account of the responsibilities of the post.

(b) Policy and Planning Unit

5.125 To enable the Unit to accomplish the tasks it is currently unable to handle, as well as to supplement those staff presently servicing the Unit, six new posts are proposed (4 P-4 and 2 P-3). Their functions are indicated below.

(a) A policy officer for issues related to policy and doctrine (P-4). This activity is currently not being fulfilled on a long-term basis. The function of this post is to develop long-range policy guidelines for the Division and civilian police components of peace operations and to coordinate policies and practices with colleagues in the Department. Furthermore, the functions of this post include drafting all speeches and conference papers delivered by Civilian Police Division staff members, preparing budgets and responses to audits by the Office of Internal Oversight Services, developing performance indicators for the Division and drafting all other required internal departmental reports and documents;

(b) One planning officer for mission planning (P-4). Only one staff member is currently performing this activity. The report of the Panel requires that the Civilian Police Unit complete a "doctrinal shift" in the use of civilian police in peace operations, for which there are currently more than 15 projects on the agenda. To meet the recommendations of the Panel requires the analysis and drafting of new strategies and guidelines across a wide range of civilian police activities. Furthermore, mission planning officers will be tasked to analyse and plan all prospective peace operations in which there is expected to be a police component;

(c) One specialized support officer (P-3) for specialized police support. Only one staff member, who is responsible for the recruitment of formed police units as well as the development of their operational and administrative policy, is currently performing this activity. This officer cannot fulfil his or her current functions while at the same time developing training and evaluation standards required for formed police units and special police units that are to be deployed in the field. Furthermore, as called for by the Panel, additional resources are required to develop departmental practices with regard to other narrowly defined police disciplines in peace operations, such as criminal investigations, forensics, border control,

explosives, and the like, activities for which the Civilian Police Division is currently responsible but is unable to perform;

(d) One police information management and roster development officer (P-4). This function is currently not being performed. The Panel recommended the development of comprehensive information technology policies and tools for peace operations as well as a standby arrangement and roster system for the rapid deployment of civilian police officers. The existing standby arrangement is configured for the use of military contingents and, therefore, is not compatible with the needs of civilian police operations. Furthermore, the civilian police components of peace operations and the local police services with which civilian police components work in the mission areas have unique information technology needs that require a police specialist to perform. Consequently, this post will be allocated to these two functions;

(e) Two police development officers (1 P-4 and 1 P-3) for professional training of police. Professional development of police encompasses two distinct fields: training of national police officers contributed by Member States prior to their deployment to peace operations and training of the officers of local police services during peace operations. One of the posts will be devoted to the Division's assistance to police-contributing Member States and regional training centres for training of police officers contributed by Member States prior to their deployment to peace operations. The assistance will consist of the provision of revised and highly focused training materials, targeted training programmes to meet the specific needs of Member States, and, under certain circumstances, actual course instruction to coincide with selection assistance team visits to police-contributing Member States prior to the deployment of their officers to peace operations. The second post will be dedicated to the development of local police services. In particular, the officer will be dedicated to the development of curricula for national police academies and in-service training programmes, both of which are vitally important in cases where the civilian police component is mandated to train, reform, restructure and/or establish and build a new local police service.

(c) Mission Management Unit

5.126 To enable the Unit to accomplish tasks it is currently unable to handle, as well as to supplement those staff members presently serving in the Unit, five new posts are proposed: three mission management officers (P-3) supported by two administrative assistants (General Service).

5.127 The function is divided into three geographic regions: Africa, Europe/Latin America and Asia/Middle East. Each region oversees the peace operations in its area of responsibility. Each regional desk is responsible for a number of discrete functions: to ensure that the civilian police components in its region adhere to their Security Council mandate; to advise and guide their respective components in their activities; to evaluate and review their components' progress; and to administer the deployment and rotation of all civilian police officers from their home countries to and from the mission areas. Each regional desk is also responsible for working in close collaboration with the desk officers from the Office of Operations.

5.128 The additional Professional and General Service posts proposed would enable the Unit to meet its obligations and responsibilities. The General Service posts are required to assist their Professional colleagues in administering the deployment and rotation of civilian police officers from their home countries to and from the mission areas.

Section 8
Legal affairs

Table 8.1 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	26 558.7	-	26 558.7
Other staff costs	296.1	-	296.1
Non-staff compensation	284.4	-	284.4
Consultants and experts	386.4	-	386.4
Travel	2 748.0	-	2 748.0
Contractual services	2 923.0	-	2 923.0
General operating expenses	460.9	-	460.9
Hospitality	6.5	-	6.5
Supplies and materials	193.0	-	193.0
Furniture and equipment	296.7	-	296.7
Grants and contributions	368.6	-	368.6
Subtotal	**34 522.3**	**-**	**34 522.3**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Posts	607.6	41.4	649.0
Consultants and experts	-	-	-
General operating expenses	7.0	2.6	9.6
Supplies and materials	0.5	0.1	0.6
Furniture and equipment	-	5.8	5.8
Staff assessment	104.7	7.8	112.5
Subtotal	**719.8**	**57.7**	**777.5**
Total	**35 242.1**	**57.7**	**35 299.8**

Table 8.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	1	-	1
D-2	3	-	3
D-1	7	-	7
P-5	17	-	17
P-4/3	41	-	41
P-2/1	11	-	11
Subtotal	**81**	**-**	**81**
General Service category			
Principal level	12	-	12
Other level	51	-	51
Subtotal	**63**	**-**	**63**
Total	**144**	**-**	**144**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-1	-	1	1
P-5	1	-	1
P-4/3	4	-	4
Subtotal	**5**	**1**	**6**
Grand total	**149**	**1**	**150**

8.1 **In line with the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809, para. 197 (c), and recommendation 14 in annex III) which calls for an increase to the support account for peacekeeping operations to allow for recruitment of additional personnel, and consistent with the report of the Secretary-General on the implementation of the report of the Panel (A/55/502, para. 120), an additional position would be established in the Office of Legal Affairs, as shown above in table 8.2, to assist in implementing the mandates of the Security Council and General Assembly for peace operations.**

8.2 The Office of Legal Affairs has the primary responsibility for ensuring that the necessary and appropriate legal regimes are established in order to implement the mandates of the Security Council and the General Assembly for peace operations, including privileges and immunities issues, agreements, and the like. In addition to establishing policies and procedures with respect to the legal aspects of peace operations, the Office of Legal Affairs provides legal services in backstopping peacekeeping operations, good offices and special political missions undertaken by the United Nations, including their commercial activities, as well as claims arising from such

activities, other legal issues with respect to their administration and management as well as the disposition of property and assets at the close of an operation.

8.3 Not only does the Office have a heavy workload, but the legal issues related to peace operations are becoming increasingly more complex, including those related to transitional administrations with respect to the re-establishment of a local rule of law and local law enforcement capacity. To enable the Office of Legal Affairs to carry out these additional responsibilities, it is proposed that one post at the D-1 level be established, not only to provide overall supervision of the staff currently involved in backstopping peacekeeping operations, but also to address the increasing number of complex legal issues related to peace operations.

Posts

8.4 The additional resource requirements of $41,400 indicated in table 8.1 reflects the establishment, based on standard costs, of a new post in the Office of Legal Affairs (see table 8.2).

Non-post requirements

8.5 In addition to the above staffing requirements, the following non-post resources are proposed for the Office of Legal Affairs.

General operating expenses

8.6 Estimated requirements of $2,600 based on standard costs would provide for the following:

(a) Rental and maintenance of office equipment ($100);

(b) Communications ($1,400) for telephone and facsimile charges;

(c) Maintenance of office automation and data-processing equipment ($1,100) including the associated servers and networks, for support services provided by the Information Technology Services Division.

Supplies and materials

8.7 Based on standard costs, a provision of $100 is made for office supplies.

Furniture and equipment

8.8 The provision of $5,800 would cover the acquisition of the following:

(a) Office furniture ($4,300);

(b) Office automation equipment ($1,500), which includes a standard desktop computer.

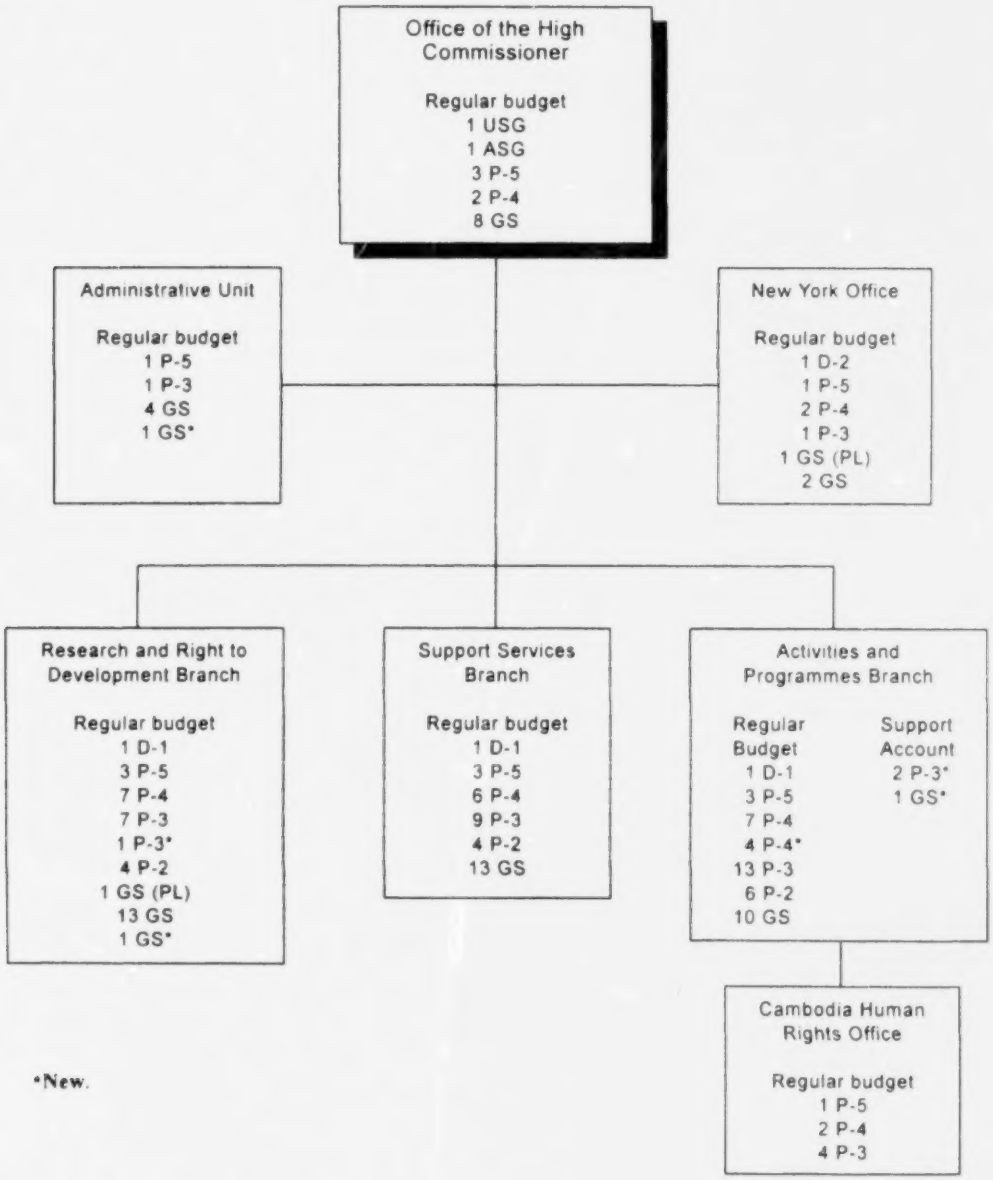
Section 9
Economic and social affairs

9.1 **In line with paragraph 42 of the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), it is proposed to create a new mechanism, the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security for improving system-wide integration.**

9.2 One P-5 post ($143,200) is proposed for redeployment from the Statistics Division, Department of Economic and Social Affairs, to the proposed Strategic Planning and Analysis Service of the secretariat to assist in the assessment and peace-building support phases. The post will provide an interface with the development side of the United Nations system and will provide the secretariat with competencies in the area of public administration, data collection and statistical capacity-building.

Section 22
Human rights

Proposed organizational structure and revised post distribution for the Office of the United Nations High Commissioner for Human Rights



*New.

Table 22.1 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	27 105.5	388.5	27 494.0
Other staff costs	2 877.5	-	2 877.5
Non-staff compensation	224.0	-	224.0
Consultants and experts	228.1	190.0	418.1
Travel	8 186.5	114.0	8 300.5
Contractual services	298.5	521.5	820.0
General operating expenses	563.5	19.5	583.0
Hospitality	14.7	-	14.7
Supplies and materials	108.4	20.4	128.8
Furniture and equipment	343.4	295.5	638.9
Grants and contributions	1 213.3	40.0	1 253.3
Subtotal	**41 163.4**	**1 589.4**	**42 752.8**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Posts	-	74.5	74.5
Furniture and equipment	-	9.0	9.0
Staff assessment	-	14.8	14.8
Subtotal	**-**	**98.3**	**98.3**
Grand total	**41 163.4**	**1 687.7**	**42 851.1**

Table 22.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	1	-	1
D-2	1	-	1
D-1	3	-	3
P-5	15	-	15
P-4/3	61	5	66
P-2/1	14	-	14
Subtotal	**96**	**5**	**101**
General Service category			
Principal level	2	-	2
Other level	50	2	52
Subtotal	**52**	**2**	**54**
Total	**148**	**7**	**155**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
P-4/3	-	2	2
Subtotal	**-**	**2**	**2**
General Service category			
Other level	-	1	1
Subtotal	**-**	**1**	**1**
Total	**-**	**3**	**3**
Grand total	**148**	**10**	**158**

22.1 **In paragraph 145 of his report on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), the Secretary-General sought an increase in resources for the Office of the United Nations High Commissioner for Human Rights to strengthen its ability to implement tasks arising from the Panel's recommendations. As shown in tables 22.1 and 22.2, an increase of $1,687,700 is requested, $1,589,400 of which is sought from the regular budget and $98,300 would come from the support account for peacekeeping operations. A total of 10 new posts are proposed for the Office. Seven of the new posts are proposed under the regular budget ($388,500) and three would be under the support account ($74,500).**

Right to development, research and analysis

Posts

22.2 The amount of $99,400 from the regular budget is requested for one P-3 post and one General Service post in order to develop a standardized information management system for information gathered by human rights components of peace operations, to be applied consistently in all peace operations.

22.3 The Office's internal information system, HURICANE (Human Rights Computerized Analysis Environment) consists of the following databases: (a) the treaty body system, which contains fact sheets and documents relevant to treaty bodies such as those dealing with the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Rights of the Child, etc. (approximately 13,000 documents); (b) a Charter-based bodies database, which contains reports and documents from the Commission on Human Rights, its subcommissions, etc. (approximately 20,000 documents); (c) internal documents, including news and statements (approximately 14,000 press clippings and documents); (d) the digital registry (incoming correspondence, approximately 13,000 scanned documents); and (e) the field document system (witness statements, violation descriptions etc., used on demand).

22.4 Additional systems are planned, the ultimate objective of which is the creation of a human rights knowledge management capability. These include: (a) a thematic mandates database, which would contain individual communications processed through the thematic mandates of the Commission; (b) a communications database, which would contain individual complaints processed through the conventional human rights procedures; (c) human rights educational databases, which would contain descriptions of and links to relevant material from Governments, inter- and non-governmental organizations and; (d) an external source database, which would contain bibliographical reference tools for human rights material in general.

22.5 The establishment of an Extranet facility will allow access by human rights components of peace operations to HURICANE databases and the information contained therein in United Nations and other human rights documents, manuals, methodological tools and the like relevant to the country of operation as well as the areas of activity of the component.

22.6 The incumbent of the proposed P-3 post would be responsible for the development and advancement of human rights and/or administrative information systems and databases for specific use by human rights components of peace operations, to be linked to the field documents system mentioned above. This includes the implementation of interfaces from or to Internet- or Intranet-based dissemination facilities. He or she would define information technology development requirements, priorities and work plans, in collaboration with management and in compliance with United Nations standards and guidelines for information technology, and would work closely with the information systems administration in order to ensure that newly developed systems are in compliance with the existing information technology infrastructure. The incumbent of the proposed General Service post would provide administrative support to those activities.

22.7 Non-post resource requirements related to information technology are discussed under programme support below.

Advisory Services, technical cooperation, support to human rights fact-finding procedures and field activities

Regular budget posts

22.8 The amount of $239,600 is requested from the regular budget under this subprogramme to provide for four new P-4 posts. The functions of these posts are described below.

22.9 One new P-4 post would provide analytical support to the geographic structure for the systematic integration of human rights into United Nations preventive strategies to ensure a comprehensive analysis by the United Nations system of the overall situation and the assessment of the risk of conflict. The incumbent of this post would perform the following functions:

(a) In cooperation with desk officers, select in a timely manner and analyse information on human rights conditions from United Nations human rights mechanisms -- treaty bodies, special procedures, and field offices — for inclusion into the system-wide United Nations analysis of country and regional situations;

(b) Draft, coordinate and ensure consistency in contributions of the Office on human rights situations to the framework team for coordination, the Executive Committee on Peace and Security, the Executive Committee on Humanitarian Affairs, and other appropriate early warning and prevention mechanisms;

(c) Coordinate and ensure consistency in the inputs of the Office into the reports of the Secretary-General on countries where human rights components of peace operations are established;

(d) Ensure the representation of the Office in United Nations inter-agency meetings on early warning and prevention issues.

22.10 A second new P-4 post is proposed to provide analytical and methodological support for the design and implementation of human rights components of peace operations and to develop lessons learned, best practices and concepts of operation.

22.11 The Office will be responsible for devising concepts of operation, staffing structures, resource requirements and other elements necessary for the effective design of human rights components of peace operations. Particular emphasis will need to be placed on the interaction of human rights with other mission components, especially civilian police, to implement the required "doctrinal shift" in the use of civilian police and other rule of law and human rights specialists in complex peace operations. In this context, there is a need to enhance the capacity of the Office to: analyse the experience of past peace operations and draw lessons applicable to future planning (both directly and by linking up to relevant expertise within research and civil society institutions); translate lessons learned in the development of flexible concepts of operation so as to adjust them to the specific needs of each mission; develop best practices in the design of human rights components of peace operations, the formulation of mandates, the definition of effective human rights strategies and the integration of human rights into the work of other components; and rapidly deploy staff to gather information and assess needs to support the planning of human rights components. Such enhanced capacity will result in a less ad hoc and more institutionalized approach to United Nations human rights field work in the context of peace operations.

22.12 The incumbent of the proposed P-4 post would perform the following functions:

(a) Take an inventory of the different types of human rights components of peace operations that have been established to date;

(b) Analyse the evolution of current and past human rights components at different stages of field operations and develop template models of these components and concepts;

(c) Assist geographic desk officers in adjusting model concepts of operation to specific country situations when new operations are established;

(d) Develop best practices in the design of human rights components of peace operations, the formulation of mandates, the definition of effective human rights strategies and the integration of human rights into the work of other components;

(e) Analyse possible exit strategies, taking into account the need for continuity of human rights work in a given region;

(f) Develop standard operating procedures for the setting up and daily running of human rights components and develop guidelines and other methodological tools for the use of human rights components, as necessary;

(g) Liaise with other units in the Office to develop and update human rights methodology for field work in matters such as witness protection, information management and the like;

(h) Conduct evaluation and support missions as required.

22.13 A third new P-4 post is proposed to develop training materials on human rights and to provide and assist international, national and regional partners in providing pre-deployment and in-mission training for peace operations staff. At present, the Office carries out, in cooperation with the Department of Peacekeeping Operations, one training programme of three weeks' duration a year for national trainers of military and civilian police staff to be deployed to peace operations. The Office is responsible for designing and conducting the human rights section of the programme. Staff also participate in the yearly training programme organized by the Swiss Government for human rights officers to be included in standby arrangements in support of peace operations. In addition, depending on the Office's capacity, staff participate in training programmes for potential peace operation personnel organized by national institutes by delivering human rights sessions (an average of three a year).

22.14 The Office will continue to work with the Department of Peacekeeping Operations Training Unit with regard to the pre-deployment training of trainers of military and civilian police staff of peace operations. It is envisaged that as from next year, the number of such courses will increase from one to at least four, and the range of topics covered will be expanded to be made more comprehensive. In addition, the Office will participate in the United Nations assistance team missions for in-country training of personnel to be deployed to peace operations.

22.15 The Office will also establish and/or strengthen partnerships with regional and national institutes and programmes with a view to integrating a human rights component into existing general training programmes for military and civilian police personnel, including, for example the Southern African Development Community Peacekeeper Training Centre in Zimbabwe, the Pearson Peacekeeping Centre, Swedint and the Nordic countries' programmes for military observers and military police, the annual regional civilian police training hosted by the South African police and others. The integration of human rights into existing training programmes will be pursued as much as possible as a cost-effective way to provide human rights training to peace operation staff. The Office will work with these and other partners to review the programmes, develop and adapt materials and conduct the training.

22.16 A similar approach will be followed with regard to training of human rights and other civilian personnel of peace operations. Contacts will be established or strengthened with national institutes and programmes that organize pre-deployment training for civilian personnel to ensure that human

rights issues are included in the programmes and that suitable materials are developed or adapted and to provide training. At present, and even in the absence of an active training policy, the Office is called upon to participate in an average of more than 10 such programmes a year and is not able to meet this demand.

22.17 With regard to in-mission training of peace operation personnel, the Office will work with the military, police, human rights and other interested components to assess training needs, to develop suitable training strategies for the operation (preferably focusing on a train-the-trainers approach), to adjust existing general materials and modules to the mission mandate, the specific functions of each component and the legal, political, cultural and social context, to train trainers or staff as appropriate and to evaluate the training. At present, 14 peace operations have human rights components. Human rights training, however, is also required for personnel of operations that do not have a human rights component.

22.18 The Office will also compile and review human rights training materials developed outside the United Nations and update its own training materials based on the evolving peacekeeping doctrine and the evolving functions of peace operations in the area of human rights. Through active partnerships with the Department of Peacekeeping Operations and international, regional and national institutes, it will work towards harmonizing training programmes with a view to achieving consistency in the preparation of peace operation personnel. It will conduct evaluations of training in order to continuously refine training approaches and materials and to develop best practices. It will also train trainers to assist in conducting training programmes.

22.19 The functions of the proposed P-4 post would include:

(a) Identifying key partners (multilateral, bilateral, national and regional) involved in the training of military peacekeepers, civilian police, human rights and other civilian staff and developing cooperative training initiatives with them;

(b) Designing, organizing and conducting pre-deployment and in-mission human rights training for military peacekeepers, civilian police, human rights and other civilian staff;

(c) Participating in and delivering human rights training within programmes organized by the Department of Peacekeeping Operations and international, regional and national institutes for military peacekeepers, civilian police, human rights and other civilian staff;

(d) In cooperation with the relevant components of peace operations, assessing the human rights training needs of military peacekeepers, civilian police, human rights and other civilian staff;

(e) Developing, adapting and coordinating audience-specific training materials for military peacekeepers, civilian police, human rights and other civilian staff and assisting peace operations in developing country- and mission-specific materials;

(f) Assisting international, regional and national institutes in designing training programmes and modules consistent with United Nations standards;

(g) Evaluating human rights training programmes for military peacekeepers, civilian police, human rights and other civilian staff and developing best practices and effective training methodology;

(h) Assisting long-term peace operations to develop in-mission training capacity;

(i) Training military, police and human rights resource persons to assist in the provision of human rights training to peace operation staff;

(j) Disseminating training materials of the Office.

22.20 A fourth new P-4 post is proposed to develop and test methodology for human rights and rule of law work in peace operations. The Office has developed significant expertise in building and strengthening institutions responsible for the protection and promotion of human rights. Guidelines, methodological tools, training materials, programmes and networks of expertise in those areas are available. Such expertise must be integrated into peace operations, at both the planning and implementation phases, in order to ensure a coherent United Nations approach to strengthening the rule of law and respect for human rights. In addition, the Office's capacity to provide the needed support and to adjust as necessary existing methodologies to the specific needs of peace operations must be expanded and strengthened. The capacity to test, compare and assess strategies and to develop best practices is particularly important in this regard.

22.21 While addressing the immediate requirements, United Nations operations must also focus on the longer-term dimensions of peace. The development of an environment conducive to respect for human rights and the rule of law — essential to sustainable peace — requires a comprehensive approach based on the operationalization of relevant international standards. The United Nations operations should benefit from lessons and tools in the context of the United Nations institution-building and development experience, including in the area of the rule of law.

22.22 Hence, there is a need to enhance the capacity of the Office to serve as a repository of expertise in the area of human rights and the rule of law so that it may serve the needs of peace operations and provide prompt substantive guidance and support by building on the collective United Nations experience in this area. The strengthening of such capacity is essential to enable the Office to institutionalize human rights fieldwork in peace operations.

22.23 The incumbent of the proposed P-4 post would perform the following functions:

(a) Provide advice to the human rights components of peace operations on matters related to the rule of law, such as judicial, police and penal reform, development of legislative and regulatory frameworks consistent with international standards, national human rights institutions, development of national human rights capacity, human rights education, truth and reconciliation commissions, strengthening of civil society and protection of vulnerable groups;

(b) Compile and review existing materials and methodological tools produced by past and existing human rights components in the above areas;

(c) Update, produce and coordinate the production of materials, including guidelines and manuals, in the above areas based on the needs of human rights components of peace operations;

(d) Develop lessons learned and best practices in selected areas based on the needs of human rights components of peace operations;

(e) In coordination with the desk officers, keep human rights components of peace operations informed of any relevant developments in the field techniques and events related to the rule of law and respond to their requests for information;

(f) In coordination with the desk officers, assist human rights components in the development and implementation of technical cooperation projects aimed at strengthening the rule of law;

(g) Assist human rights components in designing exit strategies that ensure the gradual takeover of responsibilities of projects and activities related to the rule of law by United Nations agencies (e.g. UNDP, UNHCR and the Office of the United Nations High Commissioner for Human Rights), as well as other domestic and international partners;

(h) Conduct assessments of the work of human rights components in specific areas with a view to advising them and developing best practices.

Support account posts

22.24 A provision of $89,300 gross ($74,500 net of staff assessment) from the support account is proposed for three staff (2 P-3 and 1 General Service) to provide daily advice and substantive backstopping to the human rights components of peace operations within the geographic teams.

22.25 Responsibility for the day-to-day substantive backstopping of human rights components of peace operations currently rests primarily with the four geographic teams of the Activities and Programmes Branch. The regular budget provides for 20 Professional and 4 General Service posts in the four geographic teams (Africa, Asia and the Pacific, Latin America and the Caribbean and the Organization for Security and Cooperation in Europe). The geographic teams carry out tasks related to the design, implementation and support of all technical cooperation and monitoring activities in which the Office is engaged at the country and regional level. At present, the Office is implementing some 50 technical cooperation country projects, supporting 14 special rapporteurs and managing and backstopping some 15 field offices. Geographic teams are also responsible for supporting other United Nations human rights system activities at the country level, including the work of treaty bodies and thematic rapporteurs. They are also responsible for initiating administrative action in connection with the above areas of activity. The workload of the geographic desk officers includes an average of six to eight countries per officer.

22.26 In addition, consistent with the overall responsibility of the High Commissioner for Human Rights for the coordination of human rights activities throughout the United Nations system, and based on the 1999 memorandum of understanding between the Office and the Department of Peacekeeping Operations, the Office is responsible for providing substantive backstopping to human rights components of United Nations peace operations. Human rights components are currently established in operations managed by the Department of Peacekeeping Operations and the Department of Political Affairs in the following countries and territories: Abkhazia, Georgia; East Timor; the Democratic Republic of the Congo; Ethiopia and Eritrea; Sierra Leone; Tajikistan; Afghanistan; Angola; the Central African Republic; Guinea-Bissau; Haiti; Liberia; Bosnia and Herzegovina; Kosovo, Federal Republic of Yugoslavia; and Guatemala. The number of approved human rights officer positions in existing peacekeeping operations and special political missions is indicated in the tables below.

22.27 Owing to the limited resources available to the Office in this area and to the increase in the number of both peace operations and human rights components therein (five of the above operations, for example, were established over the past year), substantive support cannot be systematically and promptly extended by the Office to all the above operations within its current capacity. The inability to ensure systematic links between the Office and the human rights components of peace operations results in a less coherent and less effective approach to United Nations human rights work in the field. In order to enable the Office to coordinate and institutionalize human rights fieldwork in peace operations by providing in a more systematic and prompt manner the required substantive guidance and support, and to facilitate links with the broader United Nations human rights programme, additional resources are requested. The two additional desk officers would be responsible for the following tasks:

Human rights components in peacekeeping operations
(1 July 2000-30 June 2001)

Mission	*Amount (US$)*	*No. of posts*
UNAMSIL	2 226 200	18
UNMEE[a]	555 000	11
UNTAET	3 607 800	60
UNMIK	1 141 400	11
UNOMIG	386 600	4
UNMIBH[b]	2 326 350	28
Total	**10 243 350**	**132**

[a] The UNMEE budget had not yet been approved by the General Assembly at the time of preparation of this report.
[b] UNMIBH additionally has a component of 120 civilian police with human rights tasks.

Breakdown of posts

							General Service				
Mission	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Field Service*	*Principal level*	*Other level*	*National Officer*	*Local level*	*United Nations Volunteer*
UNAMSIL	0	1	4	5	2	1	0	1	0	2	2
UNMEE	0	1	2	4	0	0	0	2	0	2	0
UNTAET	1	3	6	13	0	1	1	1	2	28	4
UNMIK	1	1	1	4	0	0	0	1	0	3	0
UNOMIG	0	1	0	0	1	0	0	1	0	1	0
UNMIBH	0	1	8	8	0	0	0	0	2	9	0
Total	**2**	**8**	**21**	**34**	**3**	**2**	**1**	**6**	**4**	**45**	**6**

Human rights component in political missions (funded from the regular budget)

	Posts	
	Professional	*General Service*
MINUGUA[a]	7	4
MICAH[b]	2	3
UNOL	1	-
BONUCA	2	4
UNOGBIS	2	4
UNOA	12	5
United Nations Peace-building Support Office in Tajikistan	1	-
Total	**27**	**20**

[a] There are also some 33 Professionals in regional offices. There is, however, no specific information on how many are dealing with human rights verification.

[b] Plus 31 Professional and 10 General Service staff from extrabudgetary resources.

Abbreviations

BONUCA, United Nations Peace-building Support Office in the Central African Republic; MICAH, International Civilian Support Mission in Haiti; MINUGUA, United Nations Verification Mission in Guatemala; UNAMSIL, United Nations Mission in Sierra Leone; UNMEE, United Nations Mission in Ethiopia and Eritrea; UNMIBH, United Nations Mission in Bosnia and Herzegovina; UNMIK, United Nations Interim Administration Mission in Kosovo; UNOA, United Nations Office in Angola; UNOGBIS, United Nations Peace-building Support Office in Guinea-Bissau; UNOL, United Nations Peace-building Support Office in Liberia; UNOMIG, United Nations Observer Mission in Georgia; UNTAET, United Nations Transitional Administration in East Timor.

(a) Supporting, in cooperation with methodology and other relevant staff, the planning and design of human rights components of peace operations, including its functions and structure;

(b) Participating in the assessment of human rights needs in the countries concerned to ensure a comprehensive and relevant design of human rights activities to be carried out by peace operations;

(c) Initiating administrative arrangements for recruitment to ensure prompt and full staffing of human rights components upon their establishment and at all times during deployment;

(d) Facilitating links and communication between the human rights component and United Nations human rights mechanisms, including the High Commissioner, the treaty bodies and the special procedures of the Commission on Human Rights;

(e) Liaising, at Headquarters level, with other concerned United Nations agencies and departments on issues of relevance to the mandate and work of human rights components;

(f) Monitoring human rights developments as reported by human rights components and other sources, ensuring that information from the field is promptly provided to the relevant United Nations human rights mechanisms, and facilitating action by such mechanisms as appropriate;

(g) Providing country-specific advice, based on international human rights standards and methodology and tools developed by the Office, on the design and implementation of human rights and rule of law activities, including in the areas of investigations; building of national capacity on the promotion and protection of human rights (including through training of government officials, provision of assistance to non-governmental organizations and civil society, reform of police, judicial and correctional systems and establishment of national human rights institutions); national reconciliation processes; protection of minorities, women, children, indigenous populations and other vulnerable groups; development of laws and regulations consistent with international standards; development of national plans of action on human rights; drafting of reports under human rights conventions; and other relevant areas;

(h) Facilitating access to expertise, both within and outside the Office, in all the above areas, to be made available to human rights components;

(i) Ensuring coherent expression of United Nations human rights policy by the human rights components of peace operations, and adequate input by such components into the formulation of country and thematic policies and strategies;

(j) Advising and supporting human rights components on resource mobilization, particularly from external sources.

Programme support

22.28 Resources from the regular budget in the amount of $49,500 for one General Service post is requested to provide administrative support to the Office substantive activities in support of peace operations.

Non-post resource requirements

Consultants and experts

22.29 The amount of $190,000 is requested for activities related to: (a) conducting training programmes for military, police, human rights and other civilian staff of peace operations; and (b) drafting, updating and finalizing training materials on human rights (manuals, trainers' guides, training aids and compilations of standards) for civilian police and military peacekeeping staff in three languages.

Travel

22.30 The amount of $114,000 is requested for travel of staff in connection with the conduct of training programmes for military, police, human rights and other civilian staff of peace operations and for attending meetings with the Department of Peacekeeping Operations on defining an information-sharing strategy.

Contractual services

22.31 The amount of $521,500 is requested to provide for the following: (a) $130,000 for external translation and interpretation contracts; (b) $170,000 for the external printing of materials related to training programmes for military, police, human rights and other civilian staff of peace operations and of training materials on human rights (manuals, trainers' guides, training aids and compilations of standards) for civilian police and military peacekeeping staff; and (c) $221,500 for data-processing services in connection with the development of information technology.

General operating expenses

22.32 The amount of $19,500 is requested to provide for the rental of furniture and equipment ($3,000), communications ($12,500) and maintenance of office equipment ($4,000).

Supplies and materials

22.33 The amount of $20,400 is requested for supplies and materials in connection with the training programmes for military, police, human rights and other civilian staff of peace operations as well as for the needs of the incumbents of the proposed new posts.

Furniture and equipment

22.34 The amount of $295,500 is requested to provide for: (a) the acquisition of office equipment ($20,000) for the new posts proposed; and (b) data-processing equipment ($275,500) required for database development, information technology infrastructure measures, including the establishment of an Extranet for external access to HURICANE and its incorporation into the proposed peace operations Extranet, and the implementation of a multi-database search engine to allow for country- or subject-based research on the HURICANE databases.

Grants and contributions

22.35 The amount of $40,000 is requested for the participants in training programmes for military, police, human rights and other civilian staff of peace operations.

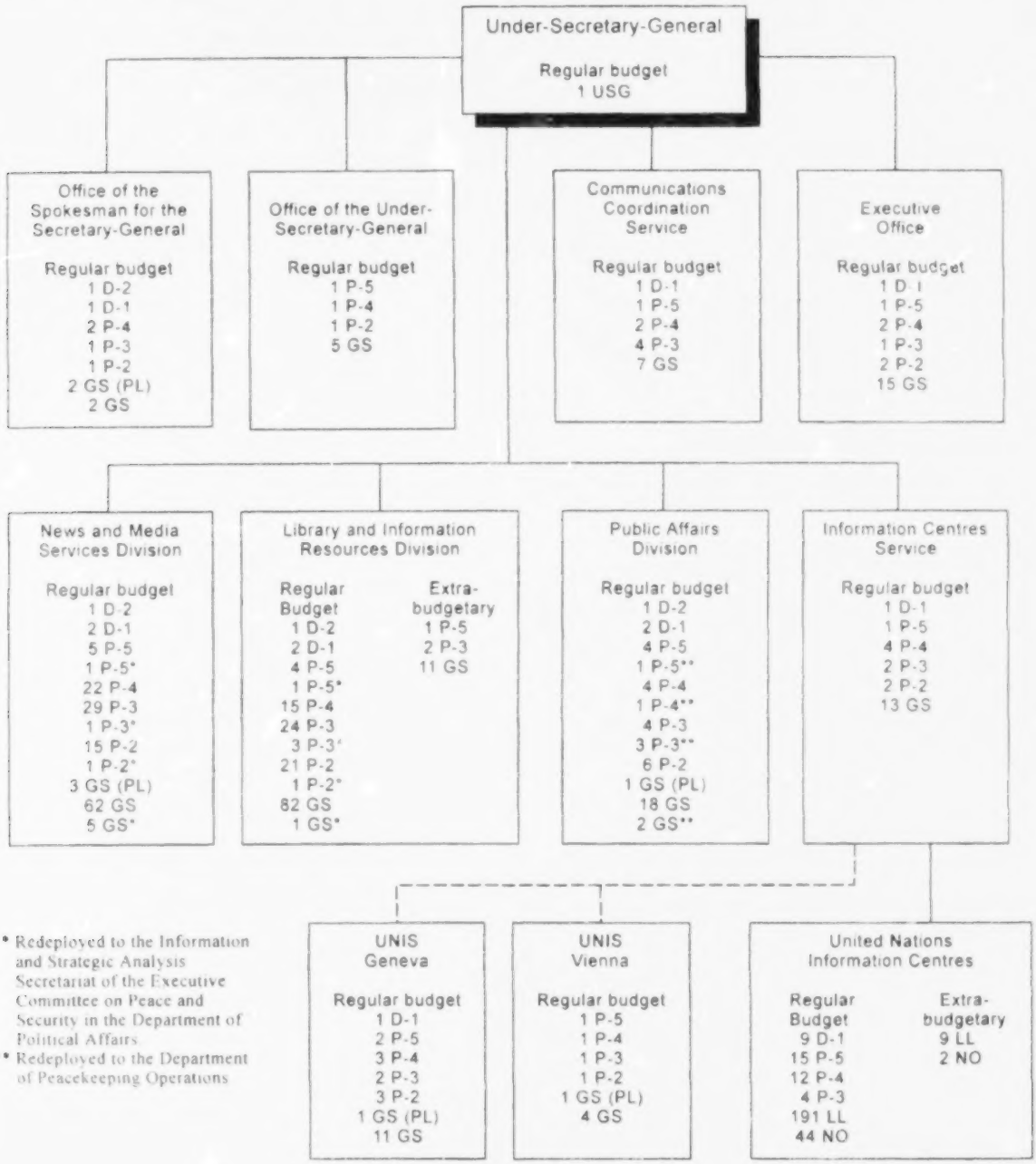
Section 25
Humanitarian assistance

25.1 **In line with paragraph 42 of the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502), it is proposed to create a new mechanism, the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security for improving system-wide integration.**

25.2 It is proposed that the Office for the Coordination of Humanitarian Affairs would contribute its expertise to the secretariat through the redeployment of two P-4 posts. The proposed secretariat would support the information and analysis needs of peace-building activities by serving as a focal point for the formulation of medium- to long-term strategies for conflict prevention and peace-building that require a multidisciplinary approach. One P-4 post ($124,400), funded by the regular budget under humanitarian emergency information and advocacy, would be redeployed to the Information Service of the secretariat. The post would provide time-critical and reliable information on unfolding humanitarian emergencies, including through the use of web sites, ReliefWeb/OCHA Online, the integrated Regional Information Network and other field-based web sites. The other P-4 post, funded by extrabudgetary resources in policy and analysis, would be redeployed to the Strategic Planning Analysis Service of the secretariat. This redeployment would provide expertise on system-wide policies on humanitarian issues and in planning of humanitarian components of field operations.

Section 26
Public information

Proposed organizational structure and revised post distribution for the Department of Public Information



* Redeployed to the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security in the Department of Political Affairs

** Redeployed to the Department of Peacekeeping Operations

Table 26.1 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	102 814.6	(1 911.3)	100 903.3
Other staff costs	4 731.6	-	4 731.6
Travel	1 865.6	(5.0)	1 860.6
Contractual services	16 617.7	93.5	16 711.2
General operating expenses	10 074.0	-	10 074.0
Hospitality	234.3	-	234.3
Supplies and materials	3 372.2	-	3 372.2
Furniture and equipment	3 595.9	(8.0)	3 587.9
Grants and contributions	299.6	-	299.6
Total	**143 605.5**	**(1 830.8)**	**141 774.7**

Table 26.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	-	-	-
D-2	4	-	4
D-1	20	-	20
P-5	38	(3)	35
P-4/3	148	(8)	140
P-2/1	54	(2)	52
Total	**265**	**(13)**	**252**
General Service category			
Principal level	8	-	8
Other level	227	(8)	219
Total	**235**	**(8)**	**227**
Other categories			
Local level	191	-	191
Field Service	44	-	44
Trades and Crafts	-	-	-
Total	**235**	-	**235**
Grand total	**735**	**(21)**	**714**

Table 26.3 **Posts outgoing from section 26**

		Transfer to Department of		
	2000-2001 approved staffing	*Political Affairs*	*Peacekeeping Operations*	*2001 proposed revised staffing*
	(1)	*(2)*	*(3)*	*(4)=(1+2+3)*
Professional category and above				
Under-Secretary-General	1	-	-	1
Assistant Secretary-General	-	-	-	-
D-2	4	-	-	4
D-1	20	-	-	20
P-5	38	(2)	(1)	35
P-4/3	148	(4)	(4)	140
P-2/1	54	(2)	-	52
Total	**265**	**(8)**	**(5)**	**252**
General Service category				
Principal level	8	-	-	8
Other level	227	(6)	(2)	219
Total	**235**	**(6)**	**(2)**	**227**
Other categories				
Local level	191	-	-	191
Field Service	44	-	-	44
Trades and Crafts	-	-	-	-
Total	**235**	-	-	**235**
Grand total	**735**	**(14)**	**(7)**	**714**

Table 26.4 **Resources outgoing from section 26**

Object of expenditure	*2000-2001 initial appropriation*	*Transfer to Department of*		*Other changes*	*Proposed revised estimates*
		Political Affairs	*Peacekeeping Operations*		
	(1)	*(2)*	*(3)*	*(4)*	*(5)=(1+2+3+4)*
Regular budget					
Posts	102 814.6	(1 215.6)	(695.7)	-	100 903.3
Other staff costs	4 731.6	-	-	-	4 731.6
Travel	1 865.6	(5.0)	-	-	1 860.6
Contractual services	16 617.7	(25.0)	-	118.5	16 711.2
General operating expenses	10 074.0	-	-	-	10 074.0
Hospitality	234.3	-	-	-	234.3
Supplies and materials	3 372.2	-	-	-	3 372.2
Furniture and equipment	3 595.9	(8.0)	-	-	3 587.9
Grants and contributions	299.6	-	-	-	299.6
Total	**143 605.5**	**(1 253.6)**	**(695.7)**	**118.5**	**141 774.7**

26.1 **In paragraph 75 of its report (A/55/305-S/2000/809), the Panel on United Nations Peace Operations calls for the establishment of an entity to support the information and analysis needs of all members of the Executive Committee on Peace and Security, including through consolidation of various units responsible for information analysis roles related to peacekeeping. The establishment of the entity proposed by the Panel would be carried out primarily through the consolidation of existing resources in various departments, including in the Department of Public Information.**

26.2 **In paragraph 238, the Panel also calls for the creation of a unit for operational planning and support of public information in peace operations. Taking into account the past experience in which the public information components of peacekeeping operations have often not been properly planned or effectively supported, establishment of such a unit, as recommended by the Panel, would ensure effective operational planning and support of public information in United Nations peace operations, including both peacekeeping and political missions.**

26.3 **The Panel also recommended, in paragraph 258 (b), more extensive use of GIS technology for a variety of applications for the benefit of peace operations. An expanded use of GIS technology would require the identification of logistic support and other peacekeeping-related applications, such as those related to movement control, demobilization and civilian policing. To this end, all existing applications for these components identified in the geographic information inventory would be evaluated and a set of application templates established, including through consolidation in the Information and Strategic Analysis Secretariat of functions and resources associated with the Cartographic Section of the Department of Public Information.**

26.4 **The changes contained in tables 26.1 to 26.4 are proposed in line with the recommendations of the Panel mentioned above and with the proposals of the Secretary-General contained in his report on the implementation of the recommendations (A/55/502).** These changes reflect the outward redeployment of the Media Monitoring and Analysis Section and the Cartographic Section to the Information and Strategic Analysis Secretariat in the Department of Political Affairs,

along with the functions and associated posts and other resources, and the Peace and Security Section to the new unit that would be established in the Department of Peacekeeping Operations together with the associated posts.

Media Monitoring and Analysis Section

26.5 **In line with the recommendation in paragraph 75 of the report of the Panel and with the Secretary-General's proposals concerning information-gathering, analysis and strategic planning capacities (A/55/502, paras. 42-46), the Media Monitoring and Analysis Section would be transferred, together with its existing functions and associated posts and other resources, to the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security in the Department of Political Affairs.** The functions and resources transferred from the Section would become part of a new Information Service in the Information and Strategic Analysis Secretariat.

26.6 The current functions of the Media Monitoring and Analysis Section include preparing analyses of the print media's coverage of the United Nations, the Secretary-General and major international topics; preparing and distributing newspaper clippings and news summaries received from United Nations Information Centres; preparing and distributing thrice-daily news bulletins based on news agency reports; compiling individualized dossiers for the Secretary-General and the Deputy Secretary-General; preparing and disseminating, via the United Nations Intranet, electronic products such as daily online clippings and news bulletins; and maintaining on the Intranet a cyber-guide that links users to the web sites of national and international publications.

26.7 These functions would be consolidated and carried out in the Information Service of the Information and Strategic Analysis Secretariat.

26.8 A total of eight posts (1 P-5, 1 P-3, 1 P-2 and 5 General Service, Other level) are proposed for transfer from the Department to the secretariat.

Peace and Security Section

26.9 **In line with the Panel's recommendation in paragraph 238 of its report and with the Secretary-General's proposals concerning operational planning and support for public information (A/55/502, paras. 133-138), the Peace and Security Section would be transferred, together with the associated posts, from the Department of Public Information to the Department of Peacekeeping Operations. In this regard, the current mandated promotional functions previously carried out by this section and the related non-post resources would remain in the Department of Public Information and would continue to be carried out in the Department.** The resources transferred would become a part of a new unit that would be established within the Department of Peacekeeping Operations.

26.10 The new unit in the Department of Peacekeeping Operations would ensure that the public information components in United Nations peace operations are fully staffed and rapidly deployed with all necessary equipment, that they are able to respond effectively to all information requirements in the field and that they are provided with full support and guidance from Headquarters. The unit would be responsible for translating the overall political and strategic information requirements of each mission into operational public information plans and for developing standard operating procedures and guidelines for public information components of peace missions.

26.11 As indicated in table 26.3 above, a total of seven posts (1 P-5, 1 P-4, 3 P-3 and 2 General Service, Other level) would be transferred from the Department of Public Information to the Department of Peacekeeping Operations.

Cartographic Section

26.12 **Consistent with the recommendation in paragraph 258 (b) of the report of the Panel and with the Secretary-General's proposals on the greater use of geographic information systems technology (A/55/502, paras. 152 and 153), the Cartographic Section of the Department is proposed for transfer, together with its current functions and associated resources, to the Information and Strategic Analysis Secretariat in the Department of Political Affairs. The functions currently carried out by the Section would cease to be the responsibility of the Department of Public Information.** The functions and resources transferred from the Section would become a part of a new Information Service in the Information and Strategic Analysis Secretariat.

26.13 The current functions of the Cartographic Section include providing objective cartographic and geographic services to the United Nations Secretariat and the Security Council, preparing various types of maps (paper and digital), formulating cartographic standards, providing advisory services on cartographic and geographic issues, providing clearance for maps published under the United Nations imprint, maintaining the United Nations cartographic web site, and participating in highly specialized services such as boundary demarcation. The Section also chairs the United Nations Geographic Information Working Group under one of the committees of the Administrative Committee on Coordination.

26.14 These functions would be carried out in the Information Service of the Information and Strategic Analysis Secretariat, together with additional services, including developing and maintaining a geographic information system, carrying out geographic analysis and studies and satellite imagery, and providing improved support to the Security Council.

26.15 A total of six posts (1 P-5, 3 P-3, 1 P-2 and 1 General Service, Other level) would be transferred from the Department of Public Information to the Information and Strategic Analysis Secretariat. Resources required for the additional responsibilities of the Cartographic Section under the new structure in the Department of Political Affairs are requested in section 3.

Posts

26.16 As indicated in tables 26.1 and 26.2 above, a total of 21 regular budget posts ($1,911,300) would be transferred from the Department of Public Information. These include the transfer of the Media Monitoring and Analysis Section, comprising eight posts (1 P-5, 1 P-3, 1 P-2 and 5 General Service, Other level) and the Cartographic Section, comprising six posts (1 P-5, 3 P-3, 1 P-2 and 1 General Service, Other level), to the Information and Strategic Analysis Secretariat in the Department of Political Affairs, and the Peace and Security Section, comprising seven posts (1 P-5, 1 P-4, 3 P-3, and 2 General Service, Other level) to the Department of Peacekeeping Operations.

Non-post requirements

26.17 The changes contained in table 23.1 above reflect the net effect of the redeployment of resources related to peace and security, cartographic services and media monitoring and analysis to the Department of Peacekeeping Operations and the Department of Political Affairs and the new requirements of the Department of Public Information relating to the provision of online services in support of the Information and Strategic Analysis Secretariat, as detailed below.

Travel (decrease of $5,000)

26.18 The change in requirements for travel reflects the outward redeployment of resources relating to the travel of staff of the Cartographic Section ($5,000) to the Information and Strategic Analysis Secretariat.

Contractual services (increase of $93,500)

26.19 The increase in the requirements reflects the net effect of: (a) the outward redeployment to the Information and Strategic Analysis Secretariat of resources relating to online services ($25,000); and (b) the new requirements in the Department of Public Information ($118,500) for contractual services to obtain online services to support the functions and additional staff of the secretariat. These include charges for additional passwords for access by the additional staff in the secretariat to online services, such as the military markings aircraft database, Jane's Online Service and Periscope, which provide very specialized databases and other information, and other online services, such as BBC World Monitoring Service, Reuters Business Briefing and Newsedge.

Furniture and equipment (decrease of $8,000)

26.20 The change reflects the outward redeployment to the Information and Strategic Analysis Secretariat of resources relating to the Cartographic Section for the acquisition of data-processing equipment.

Section 27
Management and central support services

27.1 **The resource requirements estimated under section 27, Management and central support services, represent the amount of resources needed for implementation of the measures proposed by the Secretary-General in his report (A/55/502), in particular in paragraphs 103 to 111, 119 to 121 and 146 to 152 of that report.**

Table 27.1 **Summary of requirements by object of expenditure**

Object of expenditure	*2000-2001 initial appropriation*	*Resource growth*	*Proposed revised estimates*
Regular budget			
Posts	226 911.4	-	226 911.4
Other staff costs	17 974.3	-	17 974.3
Consultants and experts	475.8	-	475.8
Travel	1 321.6	-	1 321.6
Contractual services	32 685.3	-	32 685.3
General operating expenses	131 509.6	696.5	132 206.1
Hospitality	21.9	-	21.9
Supplies and materials	6 224.2	-	6 224.2
Furniture and equipment	7 093.5	-	7 093.5
Grants and contributions	17 639.8	-	17 639.8
Total	**441 857.4**	**696.5**	**442 553.9**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Posts	7 935.9	711.0	8 646.9
Other staff costs	436.0	50.0	486.0
Travel	20.0	60.0	80.0
Contractual services	-	180.0	180.0
General operating expenses	1 873.5	1 921.1	3 794.6
Supplies and materials	13.0	1.6	14.6
Furniture and equipment	-	91.0	91.0
Staff assessment	1 560.2	139.5	1 699.7
Total	**11 838.6**	**3 154.2**	**14 992.8**
Grand total	**453 696.0**	**3 850.7**	**457 546.7**

Table 27.2 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
Assistant Secretary-General	3	-	3
D-2	11	-	11
D-1	27	-	27
P-5	70	-	70
P-4/3	202	-	202
P-2/1	53	-	53
Subtotal	**367**	-	**367**
General Service category			
Principal level	69	-	69
Other level	759	-	759
Subtotal	**828**	-	**828**
Other categories			
Security Service	171	-	171
Local level	124	-	124
Field Service	-	-	-
Trades and Crafts	99	-	99
Subtotal	**394**	-	**394**
Total	**1 589**	-	**1 589**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-2	1	-	1
D-1	1	-	1
P-5	6	-	6
P-4/3	42	8	50
P-2/1	2	1	3
Subtotal	**52**	**9**	**61**
General Service category			
Principal level	1	7	8
Other level	44	10	54
Subtotal	**45**	**17**	**62**
Other categories			
Security Service	-	3	3
Subtotal	-	**3**	**3**
Total	**97**	**29**	**126**
Grand total	**1 686**	**29**	**1 715**

Posts

27.2 As shown in table 27.2 above, a total of 29 new posts are requested for the Department of Management under the support account for peacekeeping operations ($850,500 gross, $711,000 net of staff assessment). The distribution of these new posts and their functions are described in detail below.

Non-post requirements

27.3 A substantial part of non-post requirements proposed under section 27 represents costs of centrally provided accommodation and support services required for efficient functioning of new staff. These requirements comprise proportional infrastructure costs of the central services estimated on the basis of average rates and standards per post. A need for effective infrastructure support was underlined by the Panel on United Nations Peace Operations when addressing the issue of adequacy of Headquarters resources and their structure for planning and supporting peacekeeping operations. In its report (A/55/305-S/2000/809), the Panel came to the conclusion that insufficient staff capacity affected the scope of backstopping of field operations. Likewise, the lack of an adequate central infrastructure support would substantially diminish the effectiveness of staff, even in cases when the number of staff is sufficient to do the job. With this in mind, the requirements for central support services in relation to the proposed new staff have been addressed on a comprehensive basis, including requirements for adequate office space, availability of modern means of communication and advanced technological infrastructure. The related costs have been estimated taking into account the expected length of the recruitment cycle. On that basis, for the additional posts proposed under the regular budget, a recurrent component of the central support services costs has been estimated for the last nine months of 2001. Following the same approach, such requirements for additional posts proposed under the support account have been estimated for a three-month period of 2001, bearing in mind that the current financial cycle of peacekeeping operations will end on 30 June 2001. Consistent with this approach, the new posts and their related accommodation costs have been matched to their respective source of funding.

(a) Regular budget

27.4 As shown in table 27.1, additional resources in the amount of $696,500 are requested as a central provision for costs related to accommodation and rental of premises for all 35 new regular budget posts requested Secretariat-wide, as well as for accommodation costs for 22 posts to be redeployed from other organizational units of the Secretariat to the Department of Political Affairs and the Department of Peacekeeping Operations for the areas dealing with peace operations.

(b) Support account for peacekeeping operations

27.5 Under the support account for peacekeeping operations, the total resources requested amount to $3,154,200. These are detailed by main objects of expenditure below.

Other staff costs ($50,000)

27.6 The provision for overtime to meet peak workload requirements would be required for the Accounts Division, Office of Programme Planning, Budget and Accounts, to be used by all the areas (the Central Accounts Section, the Peacekeeping Accounts Section, the Payroll Section, the Systems Support Section and the Insurance Claims and Compensation Section) providing support to peacekeeping operations.

Travel ($60,000)

27.7 This provision would be required to meet the travel costs of a compensation specialist and an assistant in the Office of Human Resources Management for the purpose of conducting regular mission subsistence allowance rate surveys at locations of current and possible future peacekeeping missions.

Contractual services ($180,000)

27.8 A provision of $60,000 is proposed for the Office of Human Resources Management to conduct extensive training in procurement for staff at various peacekeeping missions. An additional provision of $120,000 is requested for the Information Technology Services Division of the Office of Central Support Services to conduct an inventory of all information systems across the United Nations system and to develop and maintain clearing-house functions of the information systems related to field operations, as recommended by the Panel.

General operating expenses ($1,921,100)

27.9 The resources requested under general operating expenses relate to the rental of premises and accommodations ($1,852,500) for all 214 new posts requested Secretariat-wide under the support account for peacekeeping operations. Furthermore, with regard to the 29 new posts requested for the Department of Management, a provision is also required for telephone, facsimile and cable charges and local area network costs ($58,200), as well as for costs relating to the maintenance of office automation equipment ($10,400).

Supplies and materials ($1,600)

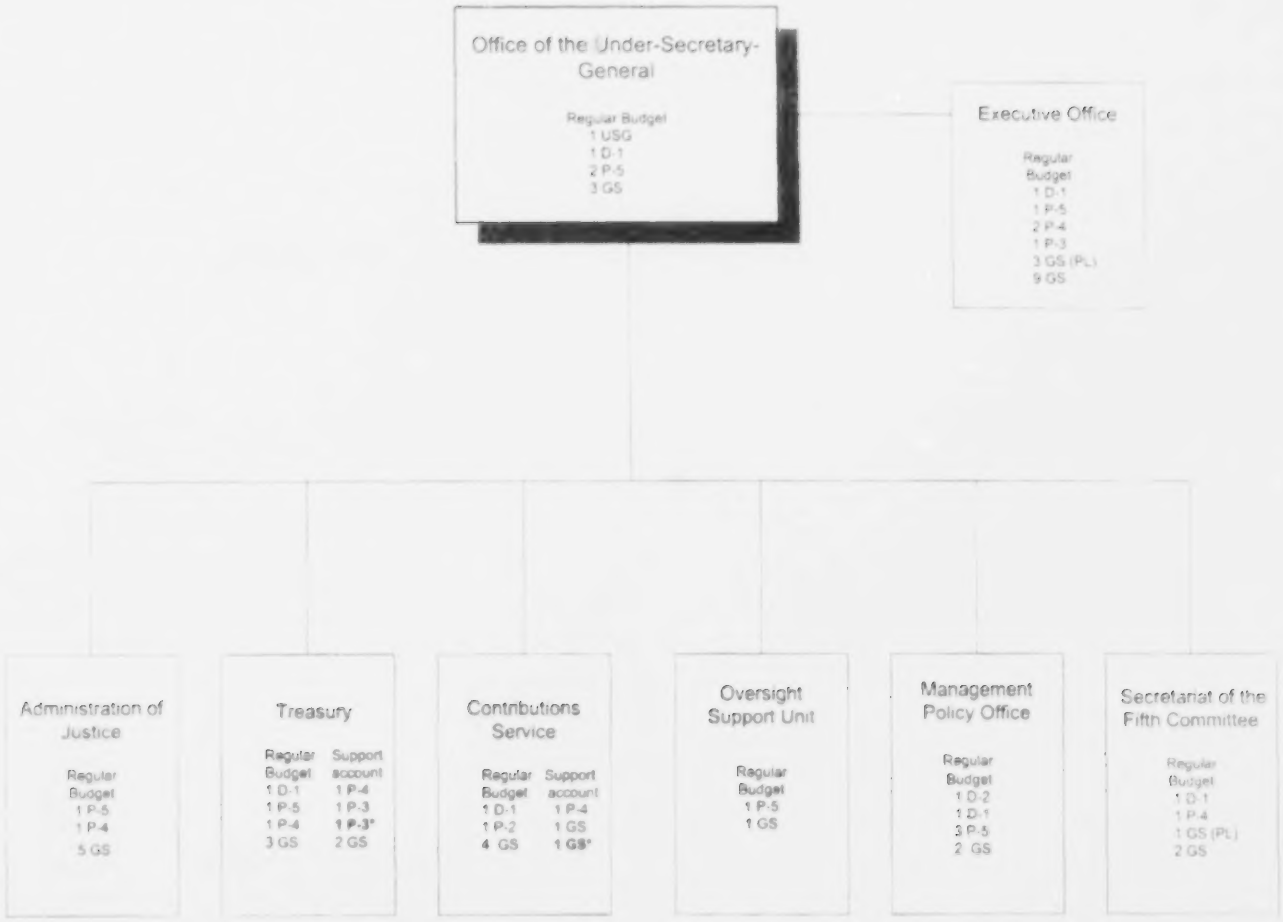
27.10 The resources requested relate to office supplies for the 29 new posts proposed to be established within the Department of Management.

Furniture and equipment ($91,000)

27.11 The resources requested relate to the purchase of office furniture and fixtures ($52,000) and the acquisition of data-processing equipment ($39,000) for accommodation of the new 29 posts proposed to be established within the Department of Management.

Office of the Under-Secretary-General for Management

Proposed organizational structure and revised post distribution



* New.

Table 27.3 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Under-Secretary-General	1	-	1
D-2	2	-	2
D-1	5	-	5
P-5	10	-	10
P-4/3	5	-	5
P-2/1	1	-	1
Subtotal	**24**	-	**24**
General Service category			
Principal level	4	-	4
Other level	29	-	29
Subtotal	**33**	-	**33**
Total	**57**	-	**57**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
P-4/3	3	1	4
Subtotal	**3**	**1**	**4**
General Service category			
Other level	3	1	4
Subtotal	**3**	**1**	**4**
Total	**6**	**2**	**8**
Grand total	**63**	**2**	**65**

27.12 The changes shown in table 27.3 reflect the proposal for two additional posts (1 P-3 and 1 General Service (Other level)) under the support account, at an estimated cost of $55,500 gross ($47,300 net of staff assessment).

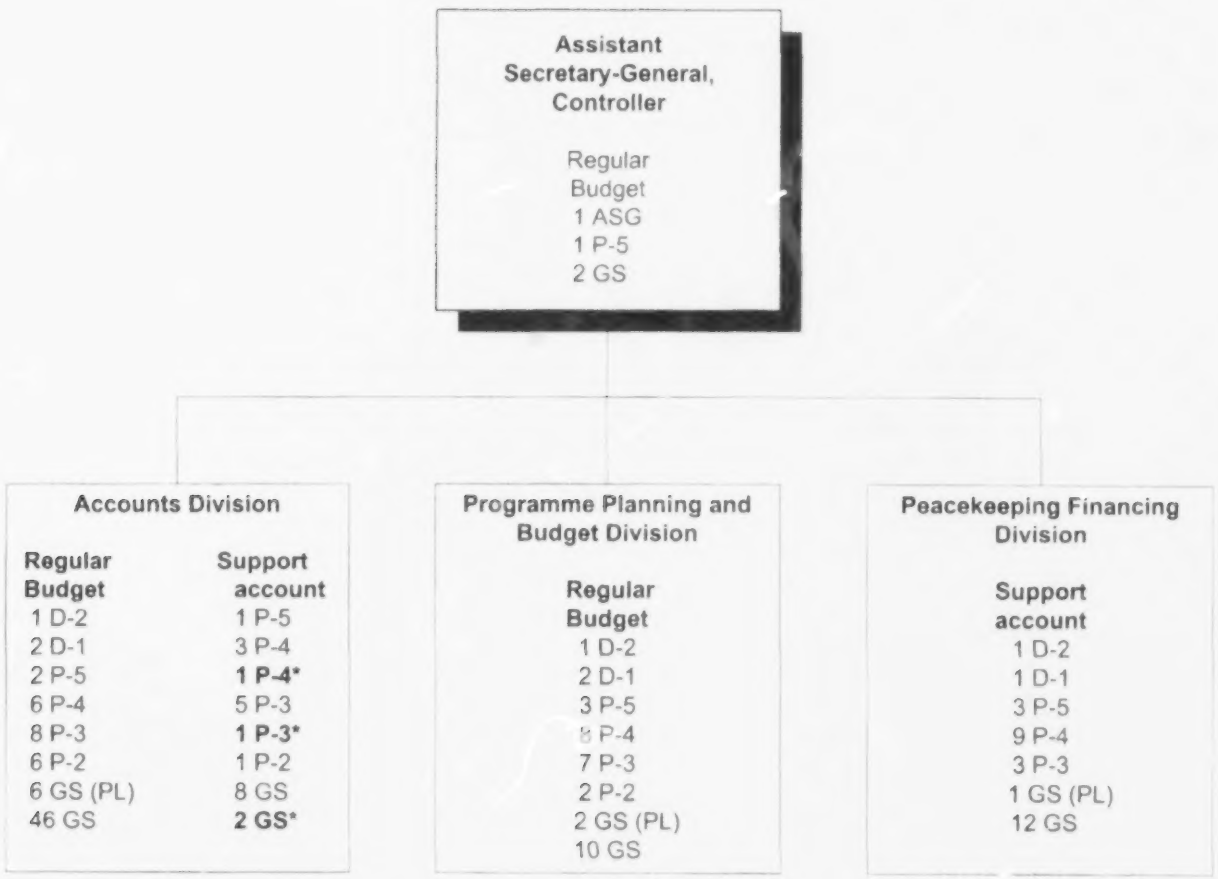
27.13 The Treasury and the Contributions Service, which are part of the Office of the Under-Secretary-General for Management, provide financial management support services to peacekeeping operations by facilitating the work of the Committee on Contributions and other bodies on questions related to assessment of the budgets of peacekeeping operations, the processing of assessed and voluntary contributions to those operations received from Member States and ensuring arrangements for the safe custody of the cash and its administration in peacekeeping missions. With an increase in the number and complexity of peacekeeping operations, the amount of work at the Treasury and the Contributions Service has substantially increased, resulting in some delay in processing the actions relating to peacekeeping matters. Additional posts (1 P-3 and 1 General Service (Other level)) would be required under the above organizational units to improve the quality and timeliness of the services provided to peacekeeping operations, as described below:

(a) Finance officer (P-3), Treasury. Responsibilities would relate to arranging documentation, coordinating the logistics for cash deliveries and providing technical assistance in the establishment of electronic funds transfer systems at the administrative units of the peacekeeping missions.

(b) Contributions clerk (General Service (Other level)), Contributions Service. Responsibilities would include preparing letters of assessment on the various peacekeeping operations; processing cash receipt vouchers in respect of contributions received from Member States; preparing documentation in respect of outstanding assessed contributions; and assisting in the preparation of monthly reports on status of the assessed contributions for peacekeeping operations.

Office of Programme Planning, Budget and Accounts

Proposed organizational structure and revised post distribution



* New post.

Table 27.4 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	2	-	2
D-1	4	-	4
P-5	7	-	7
P-4/3	31	-	31
P-2/1	8	-	8
Subtotal	**53**	-	**53**
General Service category			
Principal level	8	-	8
Other level	59	-	59
Subtotal	**67**	-	**67**
Total	**120**	-	**120**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
D-2	1	-	1
D-1	1	-	1
P-5	4	-	4
P-4/3	20	2	22
P-2/1	1	-	1
Subtotal	**27**	**2**	**29**
General Service category			
Principal level	1	-	1
Other level	20	2	22
Subtotal	**21**	**2**	**23**
Total	**48**	**4**	**52**
Grand total	**168**	**4**	**172**

27.14 The changes shown in table 27.4 above reflect the proposal for four additional posts under the support account (1 P-4, 1 P-3 and 2 General Service (Other level)), at an estimated cost of $117,900 gross ($100,100 net of staff assessment).

27.15 The Accounts Division of the Office of Programme Planning, Budget and Accounts provides backstopping support to peacekeeping operations by maintaining direct financial relationships with field offices; reviewing and preparing vouchers for all cash remittance requests and imprest accounts; processing inter-office vouchers, approving obligations at Headquarters for recording in the accounts; and processing all reimbursements for troop costs and contingent-owned equipment to Member States. The Division reviews the accounts of each mission, prepares financial statements for each financial period, responds to audit queries and observations and handles bank reconciliations for numerous individual bank accounts, as well as other transactions that must be processed in the accounting system. The Accounts Division performs ongoing analysis and reconciliation of peacekeeping mission accounts to confirm the validity of data in IMIS, such as remittance accounts, recording of field accounts and consolidation of those accounts. It processes a large volume of disbursements to vendors, provides payroll and other disbursement services (including salary, education grant, tax reimbursement, hazard pay and settlement of travel claims) to peacekeeping staff at Headquarters and international staff recruited for field missions. It also provides ongoing support to financial systems operations at Headquarters and in the field missions, as well as medical insurance coverage for staff and commercial insurance services in various areas such as third party coverage on vehicles, aircraft and facilities used in peacekeeping operations.

27.16 With the increase in number and complexity of peacekeeping operations, the existing staff capacity of the Division could not adequately meet the demand in accounting services to be extended to peacekeeping missions, resulting in some delay in processing the accounting transactions, reconciliation and validation of the peacekeeping accounts. In order to improve support to peacekeeping operations, diminish backlogs and ensure that the work is completed in a timely manner, in particular in the Peacekeeping Accounts Section two additional Professional (1 P-4 and 1 P-3) and two General Service (Other level) posts would be required, in addition to the current staffing funded under the support account. The post descriptions are as follows:

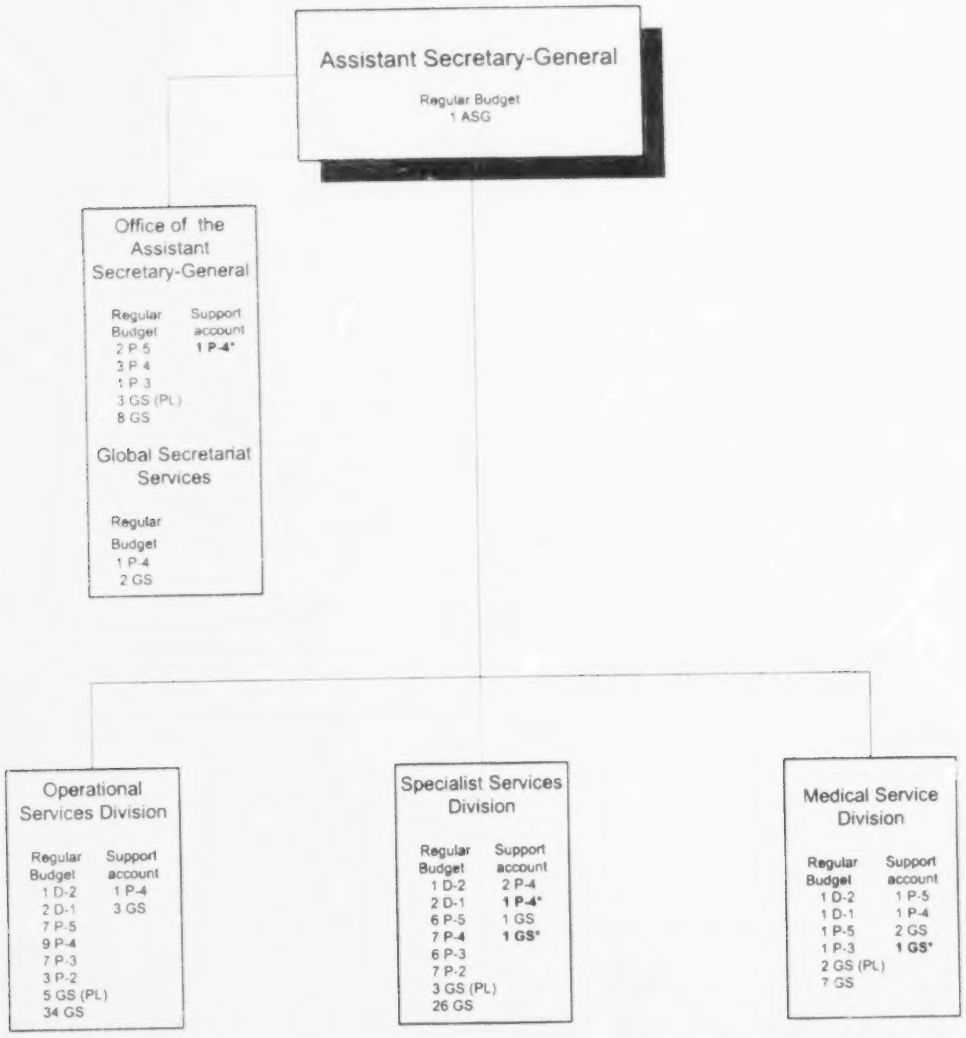
(a) Accountant (P-4). Responsibilities would include planning, organizing and supervising the overall financial accounting and reporting of a group of peacekeeping accounts; coordinating the entry into the Headquarters accounts of the accounting information submitted by the missions; and preparing the financial statements, including detailed analysis of assets and liabilities. The incumbent would also maintain active liaison on these issues with the field missions and the Field Administration and Logistics Division of the Department of Peacekeeping Operations on a regular basis;

(b) Accountant (P-3). Responsibilities would include monitoring, analysing and approving transactions relating to peacekeeping missions; assisting in the preparation of draft financial statements, schedules and working papers on a number of peacekeeping accounts; reviewing the reconciliation of inter-office vouchers and ensuring that they are processed on a timely basis;

(c) Accounting assistants (General Service (Other level)) (2 posts). Responsibilities would include processing mission field accounts and inter-office vouchers; performing IMIS data entry relating to those accounts; reviewing field bank accounts and subsidiary ledgers for accounts receivable and payable; recording payments for all troop-contributing countries and all government claims; and coding receipt vouchers for government assessments.

Office of Human Resources Management

Proposed organizational structure and revised post distribution



* New.

Table 27.5 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	3	-	3
D-1	5	-	5
P-5	16	-	16
P-4/3	36	-	36
P-2/1	11	-	11
Subtotal	**72**	-	**72**
General Service category			
Principal level	13	-	13
Other level	79	-	79
Subtotal	**92**	-	**92**
Total	**164**	-	**164**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
P-5	1	-	1
P-4/3	4	2	6
P-2/1	-	-	-
Subtotal	**5**	**2**	**7**
General Service category			
Other level	6	2	8
Subtotal	**6**	**2**	**8**
Total	**11**	**4**	**15**
Grand total	**175**	**4**	**179**

27.17 The changes shown in table 27.5 reflect proposals for four additional posts under the support account (2 P-4 and 2 General Service (Other level)), at an estimated cost of $124,800 gross ($105,600 net of staff assessment).

27.18 Currently 40 per cent of the work of the Rules and Regulations Unit in the Office of the Assistant Secretary-General for Human Resources Management relate to matters that originate at peacekeeping missions. This area of work is steadily increasing in volume. The Unit provides advice on many questions and problems of interpretation of existing human resources policies and rules in relation to the specific situation of some 14,000 mission staff. Given the amount of work involved, a delay in processing actions on peacekeeping mission matters has been experienced. In an effort to meet current and future demands, one additional legal officer post (P-4) to supplement the existing staff is required within the Unit to perform the above functions. The responsibilities of the legal officer would include providing advice on the application of human resources policies and rules to mission staff and, where necessary, formulating proposals for amendments to existing rules to better respond to the special requirements of a mission environment while ensuring consistency with fundamental human resources policies of the Organization and the legal regime applicable to all staff.

27.19 In respect of conditions of service for civilian personnel at peacekeeping operations, the Office of Human Resources Management would establish a system of regular review of mission subsistence allowance rates. The proposed review system would ensure that such rates are up-to-date and adequate to meet the cost-of-living requirements of the civilian personnel. One Professional (P-4) and one General Service (Other level) post would be required in the Specialist Services Division to undertake regular mission subsistence allowance rate reviews for current and future peacekeeping missions on a systematic basis. The post descriptions are as follows:

(a) Compensation policy officer (P-4). Responsibilities would include developing and implementing a component of the compensation programme dealing with peacekeeping operations by analysing policy issues; participating in various working groups on compensation issues; preparing reports and recommendations on the conditions of service of staff in peacekeeping operations; providing expert advice to the Field Administration and Logistics Division in the Department of Peacekeeping Operations on the interpretation of policies and practices; reviewing individual requests requiring exceptions to the Staff Rules and Regulations; and conducting local salary surveys and mission subsistence allowance surveys at peacekeeping missions;

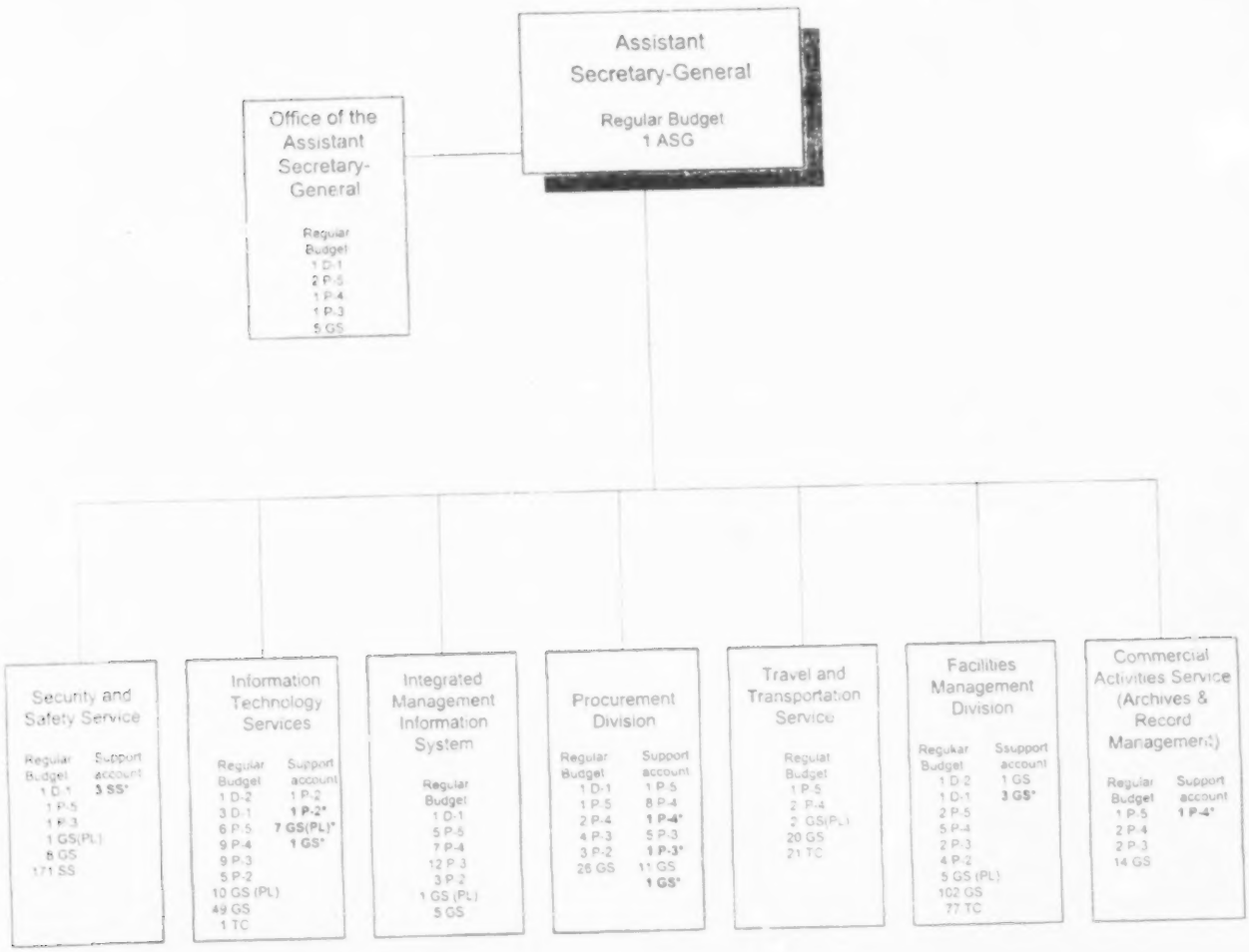
(b) Compensation assistant (General Service (Other level)). Responsibilities would include assisting the compensation policy officers in the review of and providing advice on requests for exceptions to the Staff Rules and Regulations with regard to travel entitlements, currency of payment of emoluments and rental subsidy; analysing comparative salary and other data in connection with the interim review of salary surveys for locally recruited staff serving at peacekeeping operations; reviewing, annotating and summarizing data concerning benefits and allowances in tabular and graphic format in order to demonstrate quantification of remuneration packages for locally recruited staff at peacekeeping operations; and researching data on salaries and allowances and preparing tables depicting historical trends or comparative results for inclusion in working papers or reports.

27.20 As part of an overall effort to improve services to peacekeeping missions in such areas as staff health and well-being, one General Service (Other level) post for a nurse would be required to strengthen the existing medical support mechanisms of the Medical Services Division with respect to peacekeeping operations, including the start-up phase. The staff nurse (General Service (Other level)) would be responsible for assisting with the nursing procedures connected with in-house medical examinations in support of recruitment of additional personnel to peacekeeping missions;

providing and assisting in on-site health services of those assigned to or passing through Headquarters; assisting in ensuring the medical preparedness of all those travelling to peacekeeping missions by providing and/or advising on immunizations; giving pre-mission medical briefings, including information on health precautions to be observed and the use of medical kits; providing post-mission consultations and advice to staff on documents to be submitted to the Advisory Board on Compensation Claims for cases of service-incurred illness or injury while on mission.

Office of Central Support Services

Proposed organizational structure and revised post distribution



* New.

Table 27.6 **Post requirements**

	2000-2001 approved staffing	*Proposed changes*	*Proposed revised staffing*
Regular budget			
Professional category and above			
Assistant Secretary-General	1	-	1
D-2	2	-	2
D-1	8	-	8
P-5	19	-	19
P-4/3	59	-	59
P-2/1	15	-	15
Subtotal	**104**	**-**	**104**
General Service category			
Principal level	19	-	19
Other level	229	-	229
Subtotal	**248**	**-**	**248**
Other categories			
Security Service	171	-	171
Trades and Crafts	99	-	99
Subtotal	**270**	**-**	**270**
Total	**622**	**-**	**622**
Support account for peacekeeping operations (1 July 2000-30 June 2001)			
Professional category and above			
P-5	1	-	1
P-4/3	15	3	18
P-2/1	1	1	2
Subtotal	**17**	**4**	**21**
General Service category			
Principal level	-	7	7
Other level	15	5	20
Subtotal	**15**	**12**	**27**
Other categories			
Security Service	-	3	3
Subtotal	**-**	**3**	**3**
Total	**32**	**19**	**51**
Grand total	**654**	**19**	**673**

27.21 The changes shown in table 27.6 above reflect the proposal for 19 additional posts under the support account (2 P-4, 1 P-3, 1 P-2/1, 7 General Service (Principal level), 5 General Service (Other level) and 3 security officers), at an estimated cost of $552,300 gross ($458,000 net of staff assessment).

27.22 Within its mandate the Security and Safety Service would be responsible for providing more comprehensive central training for security officers of peacekeeping operations. For that purpose the Training Unit of the Service would be strengthened with three more staff. Responsibilities would include conducting training courses for security officers seconded or appointed to new and/or expanded peacekeeping missions on firearms qualification and certification, advanced security skills, United Nations use-of-force policy, emergency operations, incident command system, dignitary protection, investigations, fire and safety regulations, defensive tactics and advance first-aid provision.

27.23 The Information Technology Services Division provides telecommunication and other information technology-related services to peacekeeping operations from Headquarters. In the context of strengthening and enhancing those services, the Division would ensure that:

(a) The Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security, in cooperation with the Information Technology Services Division, would implement an enhanced peace operations element on the current United Nations Intranet and link it to the field missions. Additional staff would be required to provide Intranet needs analysis and to design and enhance the existing Intranet to facilitate the sharing of sensitive information among restricted groups. In addition, it would be necessary to identify the appropriate technology to provide access by peacekeeping missions to these data through the peace operations Extranet, ensure that the Extranet provides the technical infrastructure for a reliable efficient single point of access to selective information and provide technical support services to servers, firewalls and related components of the infrastructure dedicated to the Intranet. One additional post at the P-2 level and one additional General Service (Other level) post would be required for this purpose:

(i) Intranet analyst (P-2). Responsibilities would include providing Intranet needs analysis; designing and enhancing the Intranet to facilitate the sharing of sensitive information among restricted groups; identifying the appropriate technology for access by peacekeeping missions to the above data through the peace operations Extranet; and ensuring that the Extranet provides the technical infrastructure for a reliable, efficient single point of access to selective information;

(ii) Intranet assistant (General Service (Other level)). Responsibilities would include providing technical support services to servers, firewalls and related components of the infrastructure dedicated to the Intranet; monitoring the accessibility and performance of the infrastructure; and implementing corrective measures, as required;

(b) Services provided by the Information Technology Services Division with respect to the wide-area network, cryptographic services and satellite communications to the senior officials of the Organization and related staff dealing with peacekeeping operations, as well as to peacekeeping mission staff, have to be substantially strengthened to ensure that the services are available on a round-the-clock basis. For that purpose, seven additional General Service (Principal level) posts would be required for senior network technicians. Their responsibilities would include the provision of continuous round-the-clock service to the satellite links and leased lines, frame relays, integrated system digital network, asynchronous transfer mode operations, and voice and video applications. The technicians would also be

responsible for providing adequate technical support to the field offices of the Department of Peacekeeping Operations and peacekeeping missions.

27.24 The value of peacekeeping procurement has increased during 2000 to $344 million for the first eight months, compared with $190 million in 1999. This increase in workload was not adequately addressed through the existing staff of the Procurement Division of the Office of Central Support Services, resulting in some delay in processing procurement requests for peacekeeping missions as well as in insufficient coordination and training of the mission staff on procurement. This area needs to be strengthened with the addition of two procurement officers and one assistant:

(a) Procurement officer (P-4). Responsibilities would include carrying out complex, high-value procurement to address the dramatic increase in procurement for peacekeeping missions and to achieve the required processing time; visiting the new and expanded missions, as required; providing advice and assistance to mission procurement staff in procuring essential goods and services expeditiously; and monitoring contractual activities in the field. The officer would also participate in training programmes for field procurement personnel to be organized by the Office of Human Resources Management and develop user-friendly guidance documents on procurement for use by field missions;

(b) Procurement officer (P-3). The officer would be responsible for processing the essential procurement requirements of peacekeeping operations expeditiously to alleviate the concern of the Panel about the lead time required for procurement. He or she would also assist in conducting training programmes for field procurement personnel and producing user-friendly guidance documents;

(c) Procurement assistant (General Service (Other level)). Responsibilities would include providing administrative and clerical support related to procurement functions for peacekeeping missions and within the Division, and participating in the training of field procurement personnel.

27.25 The expected increase in the number of locations accommodating Department of Peacekeeping Operations staff outside the Secretariat building will place additional demand on mail and pouch delivery to the offices outside the Secretariat. This will result in additional work in the Mail Operations Unit of the Facilities Management Division of the Office of Central Support Services as relates to the distribution of mail intended for those offices. To perform this additional work, three General Service (Other level) posts for messengers would be required. Responsibilities would include receiving and processing all field and diplomatic pouch items; and picking up and delivering "specials" (important and urgent documents) and inter-office mail to and from the additional locations.

27.26 The Panel called for improved management and use of information at all stages of peacekeeping operations. This would be achieved at both the start-up and active phases of a mission, which would be under the Information and Strategic Analysis Secretariat and the Integrated Mission Task Forces supervision, and at its completion, which would be under the Lessons Learned Unit. With the need to exploit and develop new approaches to traditional records management and relevant information technology applications used in digital records, an additional post at the P-4 level will be required for a records information officer in the Archives and Records Management Section of the Office of Central Support Services. Responsibilities would include developing policies and guidelines for peace operations records, both paper-based and electronic; advising on implementation of automated record-management tools; ensuring that records are scheduled for disposition and are preserved and retrievable; monitoring compliance with the requirement to transfer inactive records to Headquarters; assessing and making recommendations relating to the use of information systems from the record-keeping perspective; and providing training and

advisory services to staff charged with records management responsibilities in the field and in the Department of Peacekeeping Operations.

Section 32
Staff assessment

The new post proposals presented under regular budget sections 3, 5 and 22 will give rise to an additional requirement for staff assessment in the amount of $368,100. This provision will be offset by a corresponding increase under income section 1, Income from staff assessment. Gross and net requirements arising in respect of new support account posts have been presented in each of the individual sections of the present report.